

Item 6 – Update on Children's Services Improvement Plan (marked to follow)

Agenda

Children and Families Overview and Scrutiny Panel

Monday, 13 March 2017, 2.00 pm
County Hall, Worcester

All County Councillors are invited to attend and participate

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বাংলা। আপনি যদি এই দস্তাবেজের বিষয়বস্তু বুঝতে না পারেন এবং আপনার জন্য অনুবাদ করার মত পরিচিত কেউ না থাকলে, অনুগ্রহ করে সাহায্যের জন্য 01905 765765 নম্বরে যোগাযোগ করুন। (Bengali)

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Türkçe. Bu dokümanın içeriğini anlayamazsanız veya dokümanı sizin için tercüme edebilecek birisine ulaşamıyorsanız, lütfen yardım için 01905 765765 numaralı telefonu arayınız. (Turkish)

اردو۔ اگر آپ اس دستاویز کی مشمولات کو سمجھنے سے قاصر ہیں اور کسی ایسے شخص تک آپ کی رسائی نہیں ہے جو آپ کے لئے اس کا ترجمہ کر سکے تو، براہ کرم مدد کے لئے 01905 765765 پر رابطہ کریں۔ (Urdu)

کوردی سۆزانی. نەگەر ناتوانی تێبەگهی له ناوهرۆکی نەم بێلگهوه و دەستت بە هیچ کەس نایگات کە وەهێگرێتێوه بۆت، تکایه تەلپۆن بکە بۆ ژماره‌ی 01905 765765 و داوای رێنۆینی بکە. (Kurdish)

ਪੰਜਾਬੀ। ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਸਮਝਣ ਸਮਝ ਨਹੀਂ ਸਕਦੇ ਅਤੇ ਕਿਸੇ ਅਜਿਹੇ ਵਿਅਕਤੀ ਤੱਕ ਪਹੁੰਚ ਨਹੀਂ ਹੈ, ਜੋ ਇਸਦਾ ਤੁਹਾਡੇ ਲਈ ਅਨੁਵਾਦ ਕਰ ਸਕੇ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਮਦਦ ਲਈ 01905 765765 'ਤੇ ਫ਼ੋਨ ਕਰੋ। (Punjabi)

DISCLOSING INTERESTS

There are now 2 types of interests:
'Disclosable pecuniary interests' and **'other disclosable interests'**

WHAT IS A 'DISCLOSABLE PECUNIARY INTEREST' (DPI)?

- Any **employment**, office, trade or vocation carried on for profit or gain
- **Sponsorship** by a 3rd party of your member or election expenses
- Any **contract** for goods, services or works between the Council and you, a firm where you are a partner/director, or company in which you hold shares
- Interests in **land** in Worcestershire (including licence to occupy for a month or longer)
- **Shares** etc (with either a total nominal value above £25,000 or 1% of the total issued share capital) in companies with a place of business or land in Worcestershire.

NB Your DPIs include the interests of your spouse/partner as well as you

WHAT MUST I DO WITH A DPI?

- **Register** it within 28 days and
- **Declare** it where you have a DPI in a matter at a particular meeting
 - you must **not participate** and you **must withdraw**.

NB It is a criminal offence to participate in matters in which you have a DPI

WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

- No need to register them but
- You must **declare** them at a particular meeting where:
You/your family/person or body with whom you are associated have a **pecuniary interest** in or **close connection** with the matter under discussion.

WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

You will not normally even need to declare this as an interest. The only exception is where the conflict of interest is so significant it is seen as likely to prejudice your judgement of the public interest.

DO I HAVE TO WITHDRAW IF I HAVE A DISCLOSABLE INTEREST WHICH ISN'T A DPI?

Not normally. You must withdraw only if it:

- affects your **pecuniary interests OR** relates to a **planning or regulatory** matter
- **AND** it is seen as likely to **prejudice your judgement** of the public interest.

DON'T FORGET

- If you have a disclosable interest at a meeting you must **disclose both its existence and nature** – 'as noted/recorded' is insufficient
- **Declarations must relate to specific business** on the agenda
 - General scattergun declarations are not needed and achieve little
- Breaches of most of the **DPI provisions** are now **criminal offences** which may be referred to the police which can on conviction by a court lead to fines up to £5,000 and disqualification up to 5 years
- Formal **dispensation** in respect of interests can be sought in appropriate cases.

Children and Families Overview and Scrutiny Panel

Monday, 13 March 2017, 2.00 pm, County Hall, Worcester

Membership

Councillors:

Ms L R Duffy (Chairman), Mrs F M Oborski (Vice Chairman), Mr R W Banks, Mr P Denham, Mrs J L M A Griffiths, Mr I Hopwood and Mr J W R Thomas

Co-opted Church Representatives (for education matters)

Bryan Allbut (Church of England)

Parent Governor Representatives (for education matters)

Ms C Richardson (Parent Governor) and Vacancy

Agenda

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Date of Issue: Friday, 3 March 2017

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CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY PANEL

13 MARCH 2017

UPDATE ON THE CHILDREN'S SOCIAL CARE SERVICE IMPROVEMENT PLAN

Summary

1. This report is intended to provide the Children and Families Overview and Scrutiny Panel (C&F OSP) with an update on the Children's Social Care Service Improvement Plan.

Background

2. When the C&F OSP last met (on 27 January), it was just 3 days after Ofsted had published their report entitled 'Inspection of services for children in need of help and protection, children looked after and care leavers; and Review of the effectiveness of the Local Safeguarding Children Board'.
3. The overall judgement for Worcestershire was 'inadequate'. This was a very disappointing judgement for Worcestershire's children and young people, as well as for the committed and hardworking staff within the service.
4. During the C&F OSP debate on 27 January, the Cabinet Member with Responsibility (CMR) for Children and Families, the Director of Children, Families and Communities (DCS) and the Assistant Director: Safeguarding Services outlined that plans were already in place to deliver service improvement prior to the inspection and this work has continued and been further strengthened to form an improvement plan to cover all recommendations from Ofsted.
5. The CMR, DCS and Assistant Director: Safeguarding Services offered members of the C&F OSP the opportunity to attend an extraordinary meeting to receive a briefing on the Service Improvement Plan (SIP).
6. This extraordinary meeting took place on Tuesday 14 February 2017 and was well attended by C&F OSP members. The session was led by the Assistant Director: Safeguarding Services who provided all elected members in attendance with an overview of the 8 work-streams within the Service Improvement Plan.

Key updates since last report to the Panel

7. Since the last update to C&F OSP, there have been a number of notable meetings/events which have taken place that relate directly to the SIP.
8. On Friday 17 February 2017, a small delegation from Worcestershire County Council (WCC) including the Chief Executive and DCS visited Nottinghamshire

County Council to discuss their development from an inadequate judgement in 2009 to Ofsted judging them to be good in 2015.

9. This proved to be helpful sharing of learning, and we brought away lots of information as well as food for thought which we are making use of to ensure our plan is as comprehensive as it needs to be to improve our practice. A key message was that it takes a time to generate long term sustainable improvement, but holding your nerve and sticking with the programme is really important.

10. Other headline messages included ensuring that children remain central to the improvement. Useful information, advice and guidance was also provided around practice improvements, use of ICT, legal support, communications approaches and making effective use of data. Peer learning will continue to be a feature of our Improvement Plan, as we develop networks with other Local Authorities and recognise and mirror best practice where appropriate. Peer learning visits to both Leeds City Council and Devon County Council are planned during March 2017.

11. On Monday 27 February, Ofsted hosted an 'Action Planning Day' at County Hall. This was led by Jenny Turnross, Her Majesty's Inspector (HMI) and Chris Sands, Senior HMI from Ofsted and was attended by senior officers across WCC and a number of partners including some of our headteachers.

12. The agenda for the day covered themes from the inspection and some guidance on key issues for us to consider in our future work – these included neglect, assessment, care leavers, thresholds and leadership. During the day, Ofsted reinforced key messages from the inspection about thresholds not being understood by everyone, about the workforce challenge of recruiting and retaining staff and the impact of policies and procedures on practice.

13. It was a very informative day and a number of key learning points will be incorporated into the SIP. The importance of engaging our partners early in order to deliver successful improvement is a consistent message from both Nottinghamshire County Council visit and the Ofsted Action Planning day.

Governance of the Service Improvement Plan (SIP)

14. WCC have had a Safeguarding Improvement Board running for the last 18 months. However, it has now taken the opportunity to refresh its remit and membership to oversee the SIP.

15. The Children's Social Care Service Improvement Board met for the first time in its new form on Tuesday 28 February 2017, and following the invite extended by the CMR at the last Children and Families Overview and Scrutiny meeting, the revised membership now includes cross-political party representation, with elected members Pattie Hill (Labour), Fran Oborski (2013 Group) and John Thomas (Independent) joining the Board, along with Senior HMI Ofsted Inspector, Chris Sands.

16. A productive first meeting of the Board established a terms of reference. There was also positive discussion about the work programme, progress made and focus for the next phase.

17. Appendix 1 is the 'live' master version of the SIP, following approval from the Service Improvement Board. This plan has been finalised following a number of draft iterations, to agree priorities and rationalise activities etc. Clearly, the SIP will continue to evolve over the coming months, but this version represents a fixed baseline to work from and one which we can communicate with consistency to our wider stakeholders.

18. The SIP document (Appendix 1) consists of two pages, the first being the SIP, outlining the 8 improved outcomes we're seeking to achieve along with the eight work-streams and associated projects we believe will deliver them and address our 14 Ofsted Recommendations.

19. The second page illustrates the link the SIP has with other key strategic documents, e.g. WCC's Corporate Plan, the Strategic Economic Plan and the Worcestershire Safeguarding Children Board (WSCB) Business Plan. It shows the linkages between the objectives of each of the individual strategies and how they contribute towards the SIP, emphasising that the SIP has not been developed in isolation.

20. This document will need to be updated shortly to reflect the outputs from WSCB's Development Day, held on Thursday 2 March 2017, which was held to shape its Business Plan for 2017/18.

21. During this event, the DCS talked to partners about the inspection and the SIP and asked for support across the whole system to make sure our services to protect children from harm are as good as they possibly can be. Partners from the WSCB were invited to act as a 'critical friend' in one of the eight work-streams and immediately four colleagues volunteered. It is intended that a further four will volunteer by the formal WSCB meeting on Wednesday 15 March 2017.

22. The critical friend role will involve discussion with the work-stream leads to talk through the approach and make sure that a wider partnership perspective and contribution can be brought into the work in order to make sure there is maximum impact for children.

23. The Business Plan for the WSCB next year will focus on support and challenge for the SIP, will have a specific priority around the lived experience of the child and will consider the impact that child sexual exploitation, neglect and domestic abuse has on this experience. Ultimately, we will have a plan that focuses on what works and what matters to children and young people.

24. The Service Improvement Board will provide formal updates to WSCB on a quarterly basis. Appendix 2 provides an overview of the programme and corporate governance arrangements which will provide delivery assurance and policy approval/development respectively for the SIP.

Delivery of the SIP

25. Programme and project management support has now been identified and mobilised to support delivery of the SIP. The Senior and Wider Leadership Teams have also held workshops to establish cross-Council support, deploying dedicated

specialist resources from across the organisation to support development and delivery of various aspects of the SIP.

26. A project room within County Hall has also been established for the SIP, providing a dedicated working space for the virtual team which has been deployed to work on the SIP and improve opportunities for collaboration and innovation.

27. Key lines of accountability and ownership have been established across the entire SIP, and coupled with the additional capacity and capability now deployed there are a number of successes and achievements that have already been delivered at this relatively early stage:

- **Work-stream 1 - Support and Develop Our Workforce**
 - *Social Work Workforce Strategy has been developed, finalised and approved*
 - *Market engagement activity has been completed and evaluated for Social Work Academy project*
- **Work-stream 2 – Improve Our Practice**
 - *Children in Need (CIN) Framework guidance completed and uploaded to Back to Basics website*
 - *Revised Unaccompanied Asylum Seeking Children (UASC) policies and procedures completed and signed off, along with updates to Framework-i workflow*
- **Work-stream 3 – Commitment to Continuous Improvement**
 - *Quality Assurance Framework developed, approved and now live*
 - *Auditing programme underway and this will now inform Ofsted monthly case-tracking requirement*
 - *A number of performance management information dashboards have been deployed i.e. Family Front Door / Children In Need*
- **Work-stream 4 – Listen to the Voice of the Child**
 - *Four service user feedback forms developed to improve understanding of performance*
- **Work-stream 5 – Make the Right Decisions at the Right Time**
 - *Detailed plan scoped out for CSE and multi-agency meetings are now taking place on a weekly basis to progress*
 - *Referral outcome letter and outcome of assessment letters implemented at Family Front Door*
 - *Partnership locality events scheduled in all six districts April to June*
- **Work-stream 6 – Deliver Good Outcomes for Children**
 - *ePEP (Electronic Personal Education Plan) training for all stakeholders has now been completed ahead of system launch on 17 March 2017*
 - *All adoption policies and procedures have now been completed (21 in total)*
 - *A working group has been established to revise the Corporate Parenting Board strategy and pledge*
- **Work-stream 7 – Focus on Permanency for our Children**
 - *Completed review and development of the processes for managing legal pre-proceedings and proceedings to ensure consistency of understanding*
 - *Case Tracker system is now operational and access rolled out to Group Managers and Team Managers in Locality Social Work teams*
- **Work-stream 8 – Provide Earlier Access to Support for Children and Families**

- *The Community Social Worker role has now been revised and approved to provide greater clarity to all stakeholders*
- *A positive role model pilot has commenced in Bromsgrove with the Fire Service*

28. Appendix 3 provides a summary overview of the SIP, with each project Red, Amber or Green (RAG) assessed in terms of its progress. This document provides 'at a glance' performance information across the entire SIP, and represents a key management tool for the Service Improvement Board to monitor progress of the SIP.

29. The key focus for the Service Improvement Board is any projects with a Red assessment, to understand the issues behind this and how they can support a resolution.

Improving Outcomes for Children and Young People

30. In addition to the SIP Summary Sheet, it is crucial that Children, Families and Communities are able to demonstrate the SIP is having a positive impact on improving outcomes for children and young people in Worcestershire.

31. The SIP will be supported by a Key Performance Indicator (KPI) dashboard that will monitor the performance of services delivered to children and young people in Worcestershire. The KPI dashboard is currently in development and it is intended that the dashboard, accompanied with an analysis of the data (provided by the CFC Leadership Team), will streamline reporting and provide consistency to key stakeholder groups and partners, including the CF O/S Panel.

32. Appendix 4 outlines the eight SIP outcomes and cross-references them with the Ofsted recommendation they will address and the proposed KPIs that will be used to measure performance. The intention is to keep the number of KPIs to a manageable and meaningful number, and provides the CF O/S Panel with an opportunity to engage at this early stage of development.

Next Steps

33. At the last C&F OSP meeting, reference was made to Paragraph 105 of the Ofsted report. This referred to a wide-scale review of Children In Need (CIN) cases that had taken place in June 2016, which now appeared to be fundamentally flawed.

34. Work is now underway to re-review these CIN cases with over 100 being completed during February. The DCS and Assistant Director: Safeguarding Services have stipulated that this review will continue throughout March 2017.

35. The Local Authority has 70 days from the date that Ofsted publishes its report (24 January 2017) to submit its improvement plan which gives a deadline of 3 May 2017.

36. Once the improvement plan has been submitted, Ofsted monitoring visits can be agreed, and these will take place at a frequency of every 3 months. Each visit will have a key theme, to be agreed in advance with the Local Authority.

37. Ofsted monitoring visits will take place over two days with the first day focused on case tracking (6 cases as identified by WCC). Day two has a slightly wider focus with dip sampling of cases being undertaken in the chosen focus area(s) and will also involve asking staff about progress being made. Each visit is followed by a letter which outlines the outcome of the visit (there are no judgements made but instead a statement summarising direction of travel). The first letter is not published.

38. Typically, four monitoring visits are scheduled over 12 months, and during this process Ofsted will be in dialogue with the Local Authority about the best time to re-inspect. The only caveat to this is if Ofsted feel children and young people are at risk of significant harm due to evidence of a lack of progress and / or poor practice. The re-inspection will be a full Single Inspection Framework (SIF), as was experienced in October / November 2016.

39. Jenny Turnross, HMI from Ofsted, who led the inspection in October/November 2016 will lead on the monitoring visits too. The DCS in particular is pleased with this appointment as it ensures continuity from Ofsted, and should make it easier to track our improvement, whilst also building on the relationships developed during the inspection last year.

40. Finally, the Local Authority is awaiting communication from the Department for Education (DfE), about the appointment of a person to assess the Local Authority's capacity and capability to deliver the improvements required to Children's Services. This communication is expected in early March 2017.

Purpose of the Meeting

The Children and Families Overview and Scrutiny Panel is asked to:

- consider the information in the report
- determine whether it would wish to carry out any further scrutiny, and
- agree whether it would wish to make any comments to the Cabinet Member with Responsibility for Children, Families and Communities

Supporting Information

Appendix 1 – Service Improvement Plan – Live v1.0
Appendix 2 – Service Improvement Plan governance diagram
Appendix 3 – Service Improvement Plan (RAG) Summary Sheet – Feb 2017
Appendix 4 – Service Improvement Plan – Outcomes, KPIs and Ofsted Recommendations

Contact Points

County Council Contact Points

Worcestershire County Council 01905 763763

Worcestershire Hub: 01905 765765

Specific Contact Points for this report

Alyson Grice/Samantha Morris, Overview and Scrutiny Officers 01905 844962 / 844963

Email: scrutiny@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Director of Children, Families and Communities) the following background papers relate to the subject matter of this report:

- Agenda Minutes of the Cabinet held on 2 February 2017
- Agenda and Minutes of the Children and Families Overview and Scrutiny Panel on 27 January 2017

All council agendas and minutes are available on the Council's website [here](#)

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<p>OUTCOME 1 Be the 'employer of choice' - ensure we have the right capacity, capability, and corporate environment for our workforce</p>	<p>OUTCOME 2 Have up to date policy, procedures, tools for assessment and standards for social workers to achieve high-quality practice</p>	<p>OUTCOME 3 Have a range of sound Safeguarding Quality Assurance measures to support and challenge the LA on the quality of its assessments and planning for children</p>	<p>OUTCOME 4 Have in place a range of customer feedback opportunities for our children and families and learn from these</p>
<p>OUTCOME 5 Establish understanding and consistency in application of WSCB agreed thresholds – ensuring children get the right service at the right time to promote their welfare and protection; and that there is high quality information sharing and joint decision-making on risk</p>	<p>OUTCOME 6 Provide to children in care, high-quality care plans and placements, timely permanency planning and preparation for adulthood / independence</p>	<p>OUTCOME 7 Children subject to care proceedings receive a quality timely service to ensure they achieve permanency without delay</p>	<p>OUTCOME 8 Children and families have timely access to good quality targeted Early Help that prevents the need for more specialist intervention and/or supports sustainable outcomes</p>

OVERARCHING OUTCOMES

Ensure our interventions achieve improved outcomes for children, educationally, emotionally and socially – making their lives better
 Ensure we have high quality plans in place for all children with regular review to prevent drift and delay
 Ensure staff at all levels work with a sound understanding of their responsibilities and accountabilities in the management of finances – best value

OUTCOMES

1 – SUPPORT AND DEVELOP OUR WORKFORCE	2 – IMPROVE OUR PRACTICE (STANDARDS)	3 – COMMITMENT TO CONTINUOUS IMPROVEMENT	4 – LISTEN TO THE VOICE OF THE CHILD	5 – MAKE THE RIGHT DECISIONS AT THE RIGHT TIME	6 – DELIVER GOOD OUTCOMES FOR CHILDREN	7 – FOCUS ON PERMANENCY FOR OUR CHILDREN	8 – PROVIDE EARLIER ACCESS TO SUPPORT FOR CHILDREN AND FAMILIES
CATHERINE DRISCOLL	TINA RUSSELL	TINA RUSSELL	TINA RUSSELL	TINA RUSSELL	JAKE SHAW	TINA RUSSELL	HANNAH NEEDHAM
BEC WINDSOR / STEVE FIELD	VEL KENNY / TIM NEWTON	ANDREW TOOMBS / TIM NEWTON / NEILL CRUMP	SALLY BRANCHFLOWER / BARBARA CARTER	EMMA BRITAIN / ADAM JOHNSTON	JAKE SHAW	EMMA BRITAIN / MARTHA McCARRON / MARIA WHITE	SAM WEBSTER
Social Worker Workforce Strategy (BEC WINDSOR)	Practice Standards for Social Workers (Back to Basics) (TIM NEWTON)	Quality Assurance and Cases Tracking (TIM NEWTON)	Develop processes to gather regular Service User feedback (BARBARA CARTER / SALLY BRANCHFLOWER)	Development of the multi-agency partnership and thresholds at the Family Front Door (EMMA BRITAIN / VEL KENNY)	Edge of Care Strategy (TINA RUSSELL)	PLO Practice Review (EMMA BRITAIN / MARIA WHITE)	Development of Targeted Family Support Offer (SAM WEBSTER)
Social Work Recruitment Project (BEC WINDSOR)	Quality of Assessments (VEL KENNY)	Review internal process and standards for IRO / CP and Disputes Resolution (ANDREW TOOMBS)	Learning from Compliments and Complaints (BARBARA CARTER / SALLY BRANCHFLOWER)	CSE - To review information sharing, risk assessment and decision making (EMMA BRITAIN / ADAM JOHNSTON)	Sufficiency and Placements Strategy (DEBBIE HERBERT)	Case Progression Tracking of PLO process (MARIA WHITE)	Develop and embed a range of early help services/pathways across partners (SAM WEBSTER)
Organisational Design Review (TINA RUSSELL)	Social Work Practice Model (VEL KENNY)	Developing Fit for Purpose Performance Management data (TINA RUSSELL)	Participation Advocacy (ANDREW TOOMBS)	Children Missing - To review information sharing, risk assessment and decision making (EMMA BRITAIN / ADAM JOHNSTON)	Permanency Policy (JAKE SHAW)	Quality of statements and evidence to court (MARIA WHITE)	Whole-system Workforce Development (SAM WEBSTER)
Social Work Pay Review (BEC WINDSOR)	CIN Framework (TIM NEWTON)		Child's Life Story Work (STEVE FIELD)	Domestic Abuse - To review information sharing, risk assessment and decision making (EMMA BRITAIN / ADAM JOHNSTON)	Virtual School and Educational Outcomes for LAC and Care Leavers (GWEN FENNEL)	Permanent appointment of CPO (TINA RUSSELL)	Virtual Early Help Offer and Service Directory (JENNIE LEESON)
Social Work Academy (incl. Social Care Career Pathways) (BEC WINDSOR)	Supervision Policy (SARAH WILKINS)		Improving Our Engagement with Children and Young People (SALLY CLEWES)	Private Fostering (EMMA BRITAIN / BARBARA CARTER)	Care Leavers and Pathway Planning (STUART WATKINS)	Review of use of Section 20 (MARTHA McCARRON)	
Team Manager Development (BEC WINDSOR)	Transfer Policy (Journey of Child through Social Care) (TIM NEWTON)			Partnership Locality Events (TINA RUSSELL)	Health Assessments for Children in Care (STUART WATKINS)		
Workforce Data and Management Information (BEC WINDSOR)	UASC Policies and Procedures (SALLY BRANCHFLOWER)				Adoption Policies and Procedures (incl. Special Guardianship Orders) (STUART WATKINS)		
Development of Principal Social Worker Role (VEL KENNY)					Kinships (BARBARA CARTER)		
					Corporate Parenting Strategy (JAKE SHAW)		

**Children's Social Care:
Service Improvement Plan
Master Document – v1.0 FINAL
(6 March 2017)**

WORKSTREAMS AND PROJECTS



Service Improvement Plan and Links with Key Worcestershire Partner Strategies

v0.3 – March 2017



High Level Governance Model for Children's Social Care Service Improvement Plan

- Key
- Policy Approval
 - Policy Development and Challenge
 - Policy Development, Challenge and Scrutiny

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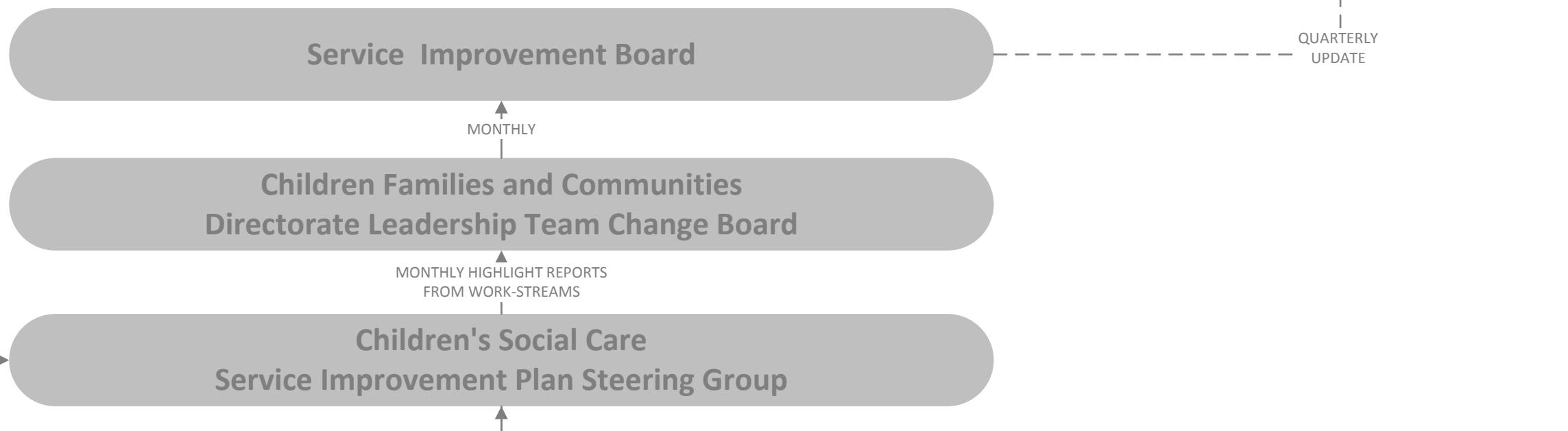
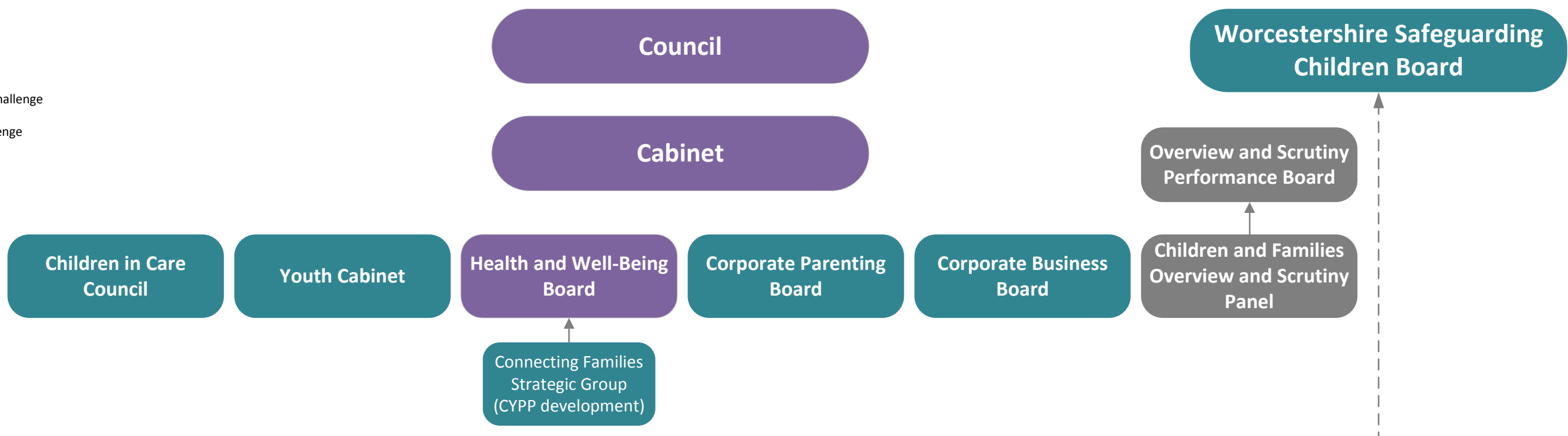
Corporate Governance

Programme Governance

Children's Social Care Workforce Board

MONTHLY HIGHLIGHT REPORTS

- 1 - Support and develop our workforce**
Ensure we have the right capacity and capability within our workforce
- 2 - Improve our practice**
Ensure we have up-to-date policies, procedure and tools for social workers to achieve high quality practice.
- 3 - Commitment to continuous improvement**
We will strive for continuous improvement by developing our Quality Assurance function and performance management information. This will provide support and challenge us about the quality of our services.
- 4 - Listen to the voice of the child**
Gather regular feedback from our service users and listen to the children we work with to improve our services
- 5 - Make the right decisions at the right time**
Work with partners to improve outcomes for children by sharing information and identifying needs as early as possible to ensure the right support is provided at the right time.
- 6 - Deliver good outcomes for children**
Support our children and young people in care to achieve their full potential in education and support them in their transition to adulthood and independence.
- 7 - Focus on permanency for our children**
We are committed to achieving permanency for our children in care, and will ensure those subject to legal proceedings are conducted in a quality and timely manner.
- 8 - Provide earlier access to support for children and families**
Work closely with our partners in universal services and those delivering targeted early help to provide access to coordinated support for children and families before their needs escalate.



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Children's Social Care Service Improvement Plan

REF	WORKSTREAM DETAIL	RAG	COMMENTARY	NEXT KEY MILESTONES	
				March	April
1 Support and Develop Our Workforce					
1.1	Social Worker Workforce Strategy	G		09 Mar - End to End GM meeting to start communication of Strategy	
1.2	Social Work Recruitment Project	G		13 Mar - Mock up of recruitment website completed for feedback 21 Mar - World Social Worker Day. Promotional campaigns launched around this date to attract Social Workers to Worcestershire	10 Apr - New Recruitment website live 24 Apr - Evaluation of Workforce planning completed and analysis feedback to Workforce Board
1.3	Organisational Design Review	A	Delivery plan dependant on financial viability and Trade Union agreement to recruitment activity taking place during consultation phase	01 Mar - Admin review staff consultation commences and recruitment activity commences	01 Apr - Transfer of staff whose roles are unaffected by the redesign commences
1.4	Social Work Pay Review	G		31 Mar - Implementation of Phase 1 proposals to align pay for frontline and non-frontline Social Work staff	30 Apr - Monitor corporate pay review project and milestones to inform any requirements for phase 2 plan
1.5	Social Work Academy (including Social Care Career Pathways)	A	Plan in development, to be finalised pending decision at Workforce Effectiveness Board (28 Feb)	20 Mar - Scoping of procurement specification completed	03 Apr - Tender process starts
1.6	Team Manager Development	A	Plan in development following newly agreed scope	30 Mar - Specification developed & signed off	
1.7	Workforce Data and Management Information	R	Scope, specification and feasibility in development		
1.8	Development of Principal Social Worker Role	G		06 Mar - Principal Social Worker role interviews commence 28 Mar - Health Check Survey closes	22 Apr - Evaluation of Health Checks completed and communicated to key stakeholders
2 Improve Our Practice (Standards)					
2.1	Practice Standards for Social Workers (Back to Basics)	R	Business requirements have changed and identified need for a private site - requires a re-build of B2B	31 Mar - Back to Basics website population complete	01 Apr - Commence new monitoring and review process of webpages
2.2	Quality of Assessments	R	Need to clarify scope, learning objectives and suitable training providers	TBC	TBC
2.3	Social Work Practice Model	R	Practice Model / Approach to be identified	02 Mar - Attend event to learn more about Restorative Approach model	TBC
2.4	Child In Need (CIN) Framework	G		31 Mar - Awareness of revised CIN Framework completed by GM's	
2.5	Supervision Policy	G		01 Mar - Commence implementation of revised Supervision Policy	03 Apr - Audit Tool and requirements roll-out to GM's
2.6	Transfer Policy (Journey of Child through Social Care)	G		09 Mar - Review draft policy with GM's / TM's at End-to-End meeting	01 Apr - Finalise policy ready for publication / distribution
2.7	Unaccompanied Asylum Seeking Children (UASC) Policies & Procedures	G		31 Mar - Awareness of revised Framework-i workflow completed by GM's	30 Apr - Commence compliance review
3 Commitment to Continuous Improvement					
3.1	Quality Assurance and Cases Tracking	G		6 Mar - Co-ordination of completed audits in preparation for handover to permanent business owner (PSW) 31 Mar - Investigation for suitable audit tool complete	10 Apr - Completion of initial quarterly QA report summing up case auditing activities for Assistant Director
3.2	Review Internal Process and Standards for IRO / CP and Disputes Resolution	R	Awaiting appointment for new Group Manager to lead the workstream	06 Mar - Start date scheduled for Safeguarding & Quality Assurance GM	TBC - S&QA GM scoping sessions and resource requirements scheduled
3.3	Developing Fit for Purpose Performance Management Data	A	Eight Performance Dashboards requested: Scope received for six dashboards, requirements on Adoption and S&QA dashboards outstanding	02 Mar - Meeting with Adoption Services to scope out requirements for Adoption Dashboard	TBC - Meeting with newly appointed S&QA GM re: Safeguarding & Quality Assurance dashboard
4 Listen to the Voice of The Child					

REF	WORKSTREAM DETAIL	RAG	COMMENTARY	NEXT KEY MILESTONES	
				March	April
4.1	Develop Process to Gather Regular Service User Feedback	A	More robust scope and plan needed for longer term actions, embedding feedback across the whole of Children's Social Care, and to understand resource requirements to support	01 Mar - Launch 'Impact of Children's Services Intervention' survey (Case Closure Survey)	30 Apr - Longer term plan for feedback from different stages of intervention scoped and resourced
4.2	Learning from Compliments and Complaints	A	Slight risk to resource allocation as Consumer Relations Officer is leaving. Recruitment is underway.	09 Mar - New compliments & complaints procedure go live	27 Apr - Review findings from quarterly Complaints report at End to End meeting
4.3	Participation Advocacy	A	Go live of new contract pushed back to July to allow for effective handover from existing provider	09 Mar - Closing date for submission of tenders	18 Apr - Preferred tenderer announced
4.4	Child's Life Story Work	A	Scoping work to establish backlog of cases requiring child's life story work underway. Further work needed to review approach to training workforce in completing life story work in future	03 Mar - Scale of backlog understood and next steps established	
4.5	Children in Care Council	R	Scope still to be defined and agreed		
5 Make the Right Decisions at the Right Time					
5.1	Development of the Multi-Agency Partnership at the Family Front Door	R	Work underway and meetings set up to progress, but as yet no timescale or resourcing requirement confirmed	10 Mar - Meeting on multi-agency information sharing protocols with WSCB manager	30 Apr - Draft operational protocol completed
5.2	Child Sexual Exploitation (CSE)	G		14 March - Development of new CSE Tracker complete	Apr - Embed usage of new CSE tracker across service
5.3	Children Missing	A	Background work completed. Process to be finalised and plan for roll out (including timescale and resource requirements) to be confirmed.	31 Mar - Process and guidance defined and signed off	28 Apr - Implementation of new process and guidance completed
5.4	Domestic Abuse	G		13 Mar - Implementation of new process and guidance	
5.5	Private Fostering	A	Awaiting confirmation of resource / timescales requirements for joint assessment build in Framework-1	28 Feb - Flow chart of process to be completed and signed off	31 Mar - Private fostering measures recorded on dashboard
5.6	Partnership Locality Events	G		11 April - Partnership Locality Event Wyre Forest	20 April - Partnership Locality Event Malvern
6 Deliver Good Outcomes for Children					
6.1	Edge of Care Strategy	A	Working group established. Clear scope being developed and a plan in place, but potential issues with capacity to deliver within timescales	31 Mar - Edge of Care Strategy complete	28 Apr - New strategy launched, Edge of Care offer comms, new referral processes and presence on B2B site
6.2	Sufficiency and Placements Strategy	G		31 Mar - Completion of Sufficiency and Placements Strategy	7 Apr - GM's to sign off strategy at SIP Steering Group 21 Apr - New strategy launched and presence on B2B site
6.3	Permanency Policy	A	High level scope, plan and timescales developed. Capacity issues to deliver within timescales	31 Mar - Final Permanency Policy completed	14 Apr - Mechanism to report and track permanency to be developed with Business Analysts – to involve safeguarding, IRO and Provider reps 14 Apr - Permanency Policy Launched and unloaded onto B2B site
6.4	Virtual School and Educational Outcomes for LAC & Care Leavers	A	Clear scope and plan. Requires a number of key appointments to resource plans (Capacity issue)	01 Mar- Complete training for new ePEP system with all stakeholders 17 Mar - ePEP (statutory) will officially become live	28 Apr - Attendance Monitoring roll-out complete via new ePEP system
6.5	Care Leavers and Pathway Planning	G		31 Mar - Pathway Planning Go live 31 Mar - Performance dashboard for Care Leavers completed 31 Mar -Worcestershire Care Leavers strategy complete	14 Apr - New strategy launched and presence on B2B site
6.6	Health Assessments for Children in Care	G		15 Mar - Health Assessment Co-ordinator interview take place, plus an additional agency Health Assessment Admin	28 Apr - Health Assessment co-ordinator and admin in post working on backlog of Health assessments
6.7	Adoption Policies and Procedures (incl. Special Guardianship Orders)	G		03 Mar - All 21 policies and procedures reviewed and completed and uploaded onto Tri-X and presence on B2B site	
6.8	Kinships	A	Clear on scope and resource requirements, some issues with capacity to deliver within timescales	08 Mar - Changes to Kinship process added to Back to Basics website 31 Mar - Changes to Kinship process communicated to CFC directorate 31 Mar - Quarterly Fostering report published to now include Kinships information	

REF	WORKSTREAM DETAIL	RAG	COMMENTARY	NEXT KEY MILESTONES	
				March	April
6.9	Corporate Parenting Board Strategy	G		01 Mar - Working group established to revise CPB strategy and revision of pledge + work plan for the year (Councillors part of Working Group) 31 Mar - Corporate Parenting Strategy completed	06 Apr - Present back to Corporate Parenting Board for sign off. New strategy launched and presence on B2B site
7 Focus on Permanency for our Children					
7.1	PLO Practice Review	A	Interdependency with Project 2.1 - need to confirm ability to upload best practice exemplars to a private site	31 Mar - Publish best practice exemplars to Back to Basics website 31 Mar - Launch case tracker system and Fwi workflows to GMs and TMs in Locality social work teams	
7.2	Case Progression Tracking of PLO Process	G		15 Mar - First draft of escalation processes and procedures agreed 31 Mar - Launch case tracker system and Fwi workflows to GMs and TMs in Locality social work teams	14 Apr - Approve revised escalation procedures and communicate to GMs, TMs and Legal Services
7.3	Quality of Statements and Evidence to Court	G		31 Mar - Agree plan with Learning and Development Team to ensure clear understanding of PLO processes, procedures and quality standards are included in future training rollout	
7.4	Permanent Appointment of Court Progression Officer (CPO)	G		01 Mar - CPO advert goes live 20 Mar - CPO interviews take place	
7.5	Review of Use of Section 20	A	S20 audit completed for 0-5yrs, 6-10yrs, 11-16yrs age ranges. Need to clarify next steps based on recommendations provided	10 Mar - Scoping meeting to establish next steps post S20 audits and agree responsibilities for developing S20 practise guide	
8 Provide Earlier Access to Support for Children and Families					
8.1	Development of Targeted Family Support Offer	G		20 Mar - Targeted Family Support Board to sign off Targeted Family Support offer 20 Mar - TFSB sign-off QA Framework plan for Targeted Family Support offer	
8.2	Develop and embed a range of early help services/pathway across partners	R	Public Health are leading on this. High level plan being drafted.	03 Mar - Initial draft plan to be developed by Public Health	
8.3	Whole-System Workforce Development (including Role of Community Social Worker)	A	A service specification is in development for multi-agency working and workforce development.	01 Mar - Community Social Workers to be free of case-loads to focus on community IAG 31 Mar - Successful applicants identified through the recruitment process for 2 vacant CSW posts	14 Apr - Commence development of online interactive toolkit which clarifies roles and responsibilities and acts a guidance for whole-system workforce
8.4	Virtual Early Help Offer and Service Directory	A	Interim solution to accelerate delivery of site has been developed - however concerns around 100% content population	10 Mar - Interim solution on WCC website completed 14 Mar - New website structures created on YLYC 21 Mar - All topic areas will be defined and draft content created and signed off by content owners	

Accurate when produced on 24/02/2017

RAG Criteria:

- Clear Scope (*Critical requirement*)
- Clear Resource Requirements
- Resource allocated
- Project Plan developed
- Ambitious Delivery Timescales (Pace)

RAG Rating:

- To RAG a project **green** ALL criteria must be in place
- To RAG a project **amber** ONE criteria must not be in place
- To RAG a project **red** TWO or MORE criteria must not be in place
- If there is no clear scope the project will automatically be RAG red

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Children's Social Care: Service Improvement Plan

Service Improvement Plan Outcomes and Measures linked to Ofsted Recommendations

Service Improvement Plan (SIP) Outcomes	SIP Outcome Measures	Ofsted Recommendations (24 January 2017 Report)
Outcome 1 - Be the 'employer of choice' - ensure we have the right capacity, capability, and corporate environment for our workforce.	Total Average Caseload	2. Implement the workforce strategy as swiftly as possible to improve workforce stability and capacity.
	ASYE - number with more than 12 cases	
	ASYE - % with more than 12 cases	
	Safeguarding Teams and Care Leavers Teams- % of workforce permanently appointed	
	Safeguarding Teams and Care Leavers Teams - % staff turnover	
	Number of Staff Exit Interviews Completed	
	Percentage of Staff Exit Interviews completed with reasons inside WCC control	
Outcome 2 - Have up to date policy, procedures, tools for assessment and standards for social workers to achieve high-quality practice.	All policies have a last reviewed date of less than 3 years	4. Strengthen children's voices by ensuring that children are seen, and seen alone, that their views are fully considered and taken into account, that they are supported to contribute to their plans and that their wishes are acted on, when appropriate.
	Total social worker assessments completed	7. The local authority should assure itself that decisions made to close the cases of the cohort of children in need that were recently reviewed are both appropriate and in the children's best interests.
	Social worker assessments completed in 45 days - %	8. Improve the quality of assessments and plans for all children, including permanence plans. Ensure that children progress through robust reviews and effective oversight.
		9. Ensure that strategy discussions include all relevant agencies and robust contingency arrangements, so that children are safeguarded while child protection enquiries are undertaken.
Outcome 3 - Have a range of sound Safeguarding Quality Assurance measures to support and challenge the LA on the quality of its assessments and planning for children	RAG ratings for Child Protection children are not red	4. Strengthen children's voices by ensuring that children are seen, and seen alone, that their views are fully considered and taken into account, that they are supported to contribute to their plans and that their wishes are acted on, when appropriate.
	% of ICPCs held within 15 working days of decision for need	
	% of Child Protection statutory reviews in timescale	5. Ensure that the management oversight and performance information relating to children who are at risk or vulnerable to child sexual exploitation and missing are accurate, and lead to improved safeguarding practice.
	% of CP children seen within timescale (within last 20 working days)	8. Improve the quality of assessments and plans for all children, including permanence plans. Ensure that children progress through robust reviews and effective oversight.
	% of LAC seen in timescale (within the last 30/60 working days)	
	% of looked after children statutory reviews in timescale	
	% CIN children seen within timescale (within the last 30 working days)	9. Ensure that strategy discussions include all relevant agencies and robust contingency arrangements, so that children are safeguarded while child protection enquiries are undertaken.
	Number of audits completed	14. Ensure that effective performance management and quality assurance drive improvements and consistency in the quality of practice, including findings from complaints and training.
	Case audits identify adequate/good as an outcome judgement-Num	
	Case audits identify adequate/good as an outcome judgement - %	
RAG ratings for Child Protection children are not red	4. Strengthen children's voices by ensuring that children are seen,	
Number of Stage One complaints received		

Service Improvement Plan (SIP) Outcomes	SIP Outcome Measures	Ofsted Recommendations (24 January 2017 Report)
for our children and families and learn from these	Number of Stage One complaints made by Children & Young People	and seen alone, that their views are fully considered and taken into account, that they are supported to contribute to their plans and that their wishes are acted on, when appropriate.
	% of Stage One complaints that progressed to Stage Two	14. Ensure that effective performance management and quality assurance drive improvements and consistency in the quality of practice, including findings from complaints and training.
	Number of service compliments received	
	Qualitative reports on the improved practise resulting from Service User feedback	
Outcome 5 - Establish understanding and consistency in application of WSCB agreed thresholds - ensuring children get the right service at the right time to promote their welfare and protection; and that there is high quality information sharing and joint decision-making on risk	Strategy discussions - % health involved	3. Ensure that children's services staff and the wider partnership understand and consistently apply the 'level of needs' at every stage of the child's journey, including in the early help pathway.
	Strategy discussions - % aged 4-17 school involved	9. Ensure that strategy discussions include all relevant agencies and robust contingency arrangements, so that children are safeguarded while child protection enquiries are undertaken.
	Percentage of referrals to FFD where case previously referred to social care in preceding 12 months	12. Review the response to privately fostered children, to ensure that assessments of carers are completed and agreed, and that children are visited within required timescales.
	CP Plan - No. of children subject for 2nd or subsequent time	
Outcome 6 – Provide to children in care, high quality care plans and placements, timely permanency planning and preparation for adulthood / independence	Number of Looked After Children placed more than 20 miles from home, outside the County	1. Ensure that elected members and senior leaders meet their statutory responsibilities and duties to the children of Worcestershire by improving all children's services.
	Percentage of Looked After Children placed more than 20 miles from home, outside the County	
	Average days between Care start and placed with adopters for adopted children (including legacy cohort) (quarterly)	
	Average days between Care start and placed with adopters for adopted children (excluding legacy % exceptional cohort) (quarterly)	8. Improve the quality of assessments and plans for all children, including permanence plans. Ensure that children progress through robust reviews and effective oversight.
	Rag Rating for Looked After Children Care Plans are not red	
	Percentage of Looked After children with 3 or more placements in previous 12 months	10. Improve the timeliness of health assessments for children looked after to ensure that their needs are fully understood and met.
	Number of Looked after Children that are NEET	
	% of Looked after Children that are NEET	
	Number of Care Leavers that are NEET	13. Improve the service to care leavers by ensuring that there is a sufficient range of support and services available to all care leavers.
	Percentage of looked after children starts with a care plan in place by their 28th day	
	Percentage of looked after children 16+ with a Pathway Plan	
	RAG ratings for Looked after children are not red	
Outcome 7 - Children subject to care proceedings receive a quality timely service to ensure they achieve permanency without delay	Number of care proceedings completed in the month	6. Complete a thorough review of all children subject to section 20 accommodation, to ensure that their arrangements are appropriate in all cases.
	% Of these - completed in 26 weeks	
	Number of applications for final order made in the month	
	% of these - where the LA got what it applied for	
Outcome 8 - Children and families have timely access to good quality targeted Early Help that prevents the need for more specialist intervention and / or supports sustainable outcomes	Number stepped across to Early Help from Children's Social Care	3. Ensure that children's services staff and the wider partnership understand and consistently apply the 'level of needs' at every stage of the child's journey, including in the early help pathway.
	Number stepped across to Children's Social Care from Early Help	
	Children subject to a repeat Social Worker Assessment at FFD within 12mths - number	
	Children subject to a repeat Social Worker Assessment at FFD within 12mths - %	