

Agenda

Cabinet

Thursday, 6 April 2017, 10.00 am
County Hall, Worcester

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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، ننگێر ناتوانی تێبگهی له ناوهرۆکی نهم بێلگهیه و دهستت به هیچ کس نایگات که وهیگهیریتنوه بۆت، تکلیه تملفون بکه بۆ ژمارهی 01905 765765 و داوای رینۆونی بکه. (Kurdish)

ਪੰਜਾਬੀ। ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਮਸ਼ਹੂਰ 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.

Cabinet

Thursday, 6 April 2017, 10.00 am, County Hall, Worcester

Membership: Mr S E Geraghty (Chairman), Mr M L Bayliss, Mr A N Blagg, Mrs S L Blagg, Mr M J Hart, Mrs L C Hodgson, Dr K A Pollock, Mr A C Roberts and Mr J H Smith

Agenda

| Item No | Subject | Page No |
|---------|--|---------|
| 1 | Apologies and Declarations of Interest | |
| 2 | Public Participation Members of the public wishing to take part should notify the Head of Legal and Democratic Services in writing or by e-mail indicating both the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case Wednesday, 5 April 2017). Further details are available on the Council's website. Enquiries can also be made through the telephone number/e-mail address listed below. | |
| 3 | Confirmation of the Minutes of the previous meeting The Minutes of the meeting of 2 February 2017 have been previously circulated. | |
| 4 | Children's Social Care - Service Improvement Plan update | 1 - 20 |
| 5 | Resources Report Report to follow. | |

NOTES

- **Webcasting**

Members of the Cabinet are reminded that meetings of the Cabinet are Webcast on the Internet and will be stored electronically and accessible through the Council's Website. Members of the public are informed that if they attend this meeting their images and speech may be captured by the recording equipment used for the Webcast and may also be stored electronically and accessible through the Council's Website.

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email: slewis@worcestershire.gov.uk

All the above reports and supporting information can be accessed via the Council's website.

Date of Issue: Wednesday, 29 March 2017

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CABINET
6 APRIL 2017**CHILDREN'S SOCIAL CARE – SERVICE IMPROVEMENT
PLAN UPDATE**

Relevant Cabinet Member
Mr M Bayliss

Relevant Officer
Director of Children, Families and Communities

Recommendation

1. The Cabinet Member with Responsibility for Children and Families recommends that the Cabinet:

- (a) notes the progress made in developing the Children's Social Care Service Improvement Plan (SIP) and the governance arrangements to manage delivery and monitor performance;**
- (b) reviews and approves the Service Improvement Plan (attached as Appendix 1) and delegates authority to the Director of Children, Families and Communities in consultation with the Cabinet Member with Responsibility for Children and Families to update the Service Improvement Plan as appropriate;**
- (c) reviews and approves the revised Commissioning and Sufficiency Strategy (attached as Appendix 5) for Looked After Children and Care Leavers which will ensure that we better understand, plan and meet future accommodation demand for Looked after Children and Care Leavers within Worcestershire;**
- (d) reviews and approves the revised Corporate Parenting strategy (attached as Appendix 6) which sets out the Council's approach to delivering effective corporate parenting responsibilities across the whole Council and partner agencies to our Looked after Children and Care Leavers population; and**
- (e) reviews and approves the revised Care Leavers strategy (attached as Appendix 7) which sets out the key responsibilities for the Council and our partners to ensure that our Care Leavers receive the support, help and guidance they may need to be able to support themselves, as they transition into adulthood to live independently.**

Background

2. On 24 January 2017, Ofsted 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' for Worcestershire County Council.

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. Following publication of the report, 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 to various stakeholders including the local media, scrutiny panels, partners and our workforce that plans were already in place to deliver service improvement prior to the inspection and that this work has continued and been further strengthened to form an improvement plan to cover all recommendations from Ofsted.

Key updates since publication of Ofsted report

5. Since the report was published on 24 January 2017, there have been a number of notable meetings and events which have taken place that relate directly to the SIP.

6. On Friday 17 February 2017, a small delegation from the Council 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.

7. 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.

8. 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 also took place during March 2017.

9. 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 head-teachers.

10. 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.

11. It was a very informative day and a number of key learning points will be incorporated into the Service Improvement Plan. The importance of engaging our partners early in order to deliver successful improvement is a consistent message from our peer learning visits and the Ofsted Action Planning day.

Governance of the Service Improvement Plan (SIP)

12. The Council has 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 Service Improvement Plan.

13. 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 invitation extended by CMR for Children and Families at the Children and Families Overview and Scrutiny Panel meeting on 27 January 2017, the revised membership now includes cross-political party representation, with Elected Members Pattie Hill (Labour), Fran Oborski (2013 Group) and John Thomas (Independent Alliance) joining the Board, along with Senior HMI Ofsted Inspector, Chris Sands.

14. A productive first meeting of the Board established Terms of Reference. There was also positive discussion about the work programme, progress made and focus for the next phase.

15. An independent chair has now also been appointed for the Service Improvement Board. Nigel Richardson (ex-DCS of Leeds City Council), attended the Service Improvement Board meeting on 14 March 2017 in an observational capacity and formally undertook chair responsibilities at the following meeting on 29 March 2017.

16. Appendix 1 is the 'live' master version of the Service Improvement Plan, 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.

17. The Service Improvement Plan 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.

18. The second page illustrates the link the SIP has with other key strategic documents, e.g. the Council'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.

19. 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.

20. 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. Critical friends from partner agencies across all eight work-streams were confirmed at the WSCB meeting on Wednesday 15 March 2017.

21. 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.

22. 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.

23. 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

24. 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.

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

26. 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

27. 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.

28. 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

29. 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.

30. 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 WSCB and the Children and Families Overview and Scrutiny Panel.

31. 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 so that a sharp focus is maintained on the key performance metrics.

Ofsted Monitoring and Department for Education review

32. The Council 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.

33. 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 Council.

34. Ofsted monitoring visits will take place over two days with the first day focused on case tracking (6 cases as identified by the Council). 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.

35. Typically, four monitoring visits are scheduled over 12 months, and during this process Ofsted will be in dialogue with the Council 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.

36. 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.

37. On 10 March 2017, the Department for Education (DfE) formally announced the appointment of Trevor Doughty (current DCS in Cornwall) as Children's Services Commissioner to undertake a commissioner-led review of the welfare and safety of children and young people in Worcestershire.

38. An initial 'kick-off' meeting was held on 16 March 2017 outlining the requirements, principles and aims of the review. There are three main aims:

- To provide the Council with the opportunity to provide evidence that it has taken decisive action since the Ofsted inspection and is no longer failing to perform to an adequate standard in the delivery of its children's social care functions

- To assess the Council's capacity and capability to improve itself – within a reasonable timeframe – and to sustain improvement long-term
- To advise the Minister on whether an alternative delivery and governance arrangement for children's social care, outside the operational control of the Council is required.

39. A series of review visits are planned to take place between 28 March 2017 and 14 April 2017 to inform the draft report being prepared by the Commissioner. These visits will be carried out by the Commissioner and a team from Cornwall Council.

40. The Commissioner will then draft a report which is due to be presented to the Minister on 9 June 2017 including recommendations against the three main aims of the review.

Strategy Approval

41. Following a self-assessment exercise and feedback from Ofsted and partners, it was identified that a number of our core Children and Families strategy documents required updating to re-establish key objectives, reflect current practice and set out the improvement required.

42. These strategies include the Commissioning and Sufficiency Strategy for Looked after Children and Care Leavers (Appendix 5), the Corporate Parenting Strategy (Appendix 6) and the Care Leavers Strategy (Appendix 7).

43. As a Local Authority, we have a legal duty to ensure steps are taken to secure, so far as is reasonably practicable, sufficient accommodation within the authority's area which meets the needs of our looked after children. The Commissioning and Sufficiency Strategy for Looked after Children and Care Leavers helps to ensure that we understand, plan and meet future demand for looked after children and care leavers within Worcestershire in order to improve their outcomes.

44. A child or young person who is cared for by the Council has the right to expect everything from a corporate parent that they would expect from a good parent in the local community. The Corporate Parenting strategy sets out the Council's approach to ensuring the effective role of a corporate parent across the whole council and partner agencies to our Looked after Children and Care Leavers population. The strategy is key in outlining a leadership and governance structure for corporate parenting in order to drive forward the outcomes for Looked after Children and Care Leavers.

45. The Care Leavers Strategy sets out a whole-system approach to supporting our Care Leavers. This is a key strategy to address the needs of our care leavers in Worcestershire and provides a framework for the County Council, District Councils, Elected Members, Officers and Partners to fulfil our duties and responsibilities as Corporate Parents for Care Leavers. It sets out what must be done by whom, to ensure that our care leavers receive the support, help and guidance they may need to live independently and to be able to support themselves.

46. The CMR for Children and Families recommends Cabinet review and approve the attached strategy documents.

Legal, Financial and HR Implications

47. A key outcome that the SIP is seeking to achieve is for the Council to become an employer of choice for Children's Social Care, ensuring we have the right capacity, capability and corporate environment for our social work workforce to flourish.

48. One of the eight work-streams within the SIP is 'Support and Develop our Workforce' which includes a number of activities including a review of social work pay, a review of learning and development requirements across the service and the development of a social work academy to establish a local professional hub of best practice for the social work profession.

49. Delivery of the SIP objectives will be achieved through service delivery and/or specific work-streams / projects, each of which will be responsible for ensuring due consideration to legal, financial and HR implications in their planning and implementation.

Privacy Impact Assessments

50. There are no Privacy implications from this report.

Public Health Impact Assessments

51. A Public Health Impact Assessment has been carried out in respect of these recommendations. It identified that the realisation of the vision and successful implementation of the priority areas outlined within the Children's Social Care Service Improvement Plan will positively impact on social and economic factors, physical health, mental health and well-being and access to services.

52. Delivery of the SIP will be achieved through service delivery and/or specific programmes / projects, each of which will be responsible for ensuring due consideration to public health impact in their planning and implementation, in particular addressing inequalities.

Equality and Diversity Implications

53. An Equality Relevance Screening has been carried out in respect of these recommendations. It identified that any Equality and Diversity implications arising from the implementation of the Service Improvement Plan will be addressed as part of specific service delivery arrangements, and/or the implementation of programmes / projects related to the objectives within the SIP.

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
- Appendix 5 – Commissioning and Sufficiency strategy (to follow)

- Appendix 6 – Corporate Parenting strategy (to follow)
- Appendix 7 – Care Leavers strategy (to follow)

Contact Points

County Council Contact Points

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Specific Contact Points for this report

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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 and background papers for the meeting of the Cabinet held on 2 February 2017

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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

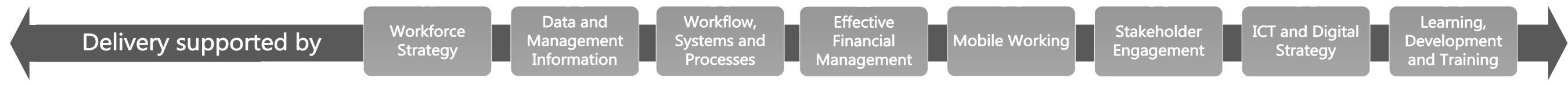
Ensure our interventions achieve improved outcomes for children, educationally, emotionally and socially – making their lives better
 Ensure we have high quality plans in place for all children with regular review to prevent drift and delay
 Ensure staff at all levels work with a sound understanding 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 BRITTAIN / ADAM JOHNSTON | JAKE SHAW | EMMA BRITTAIN / 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 BRITTAIN / VEL KENNY) | Edge of Care Strategy (TINA RUSSELL) | PLO Practice Review (EMMA BRITTAIN / 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 BRITTAIN / 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 BRITTAIN / 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 BRITTAIN / 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 BRITTAIN / 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





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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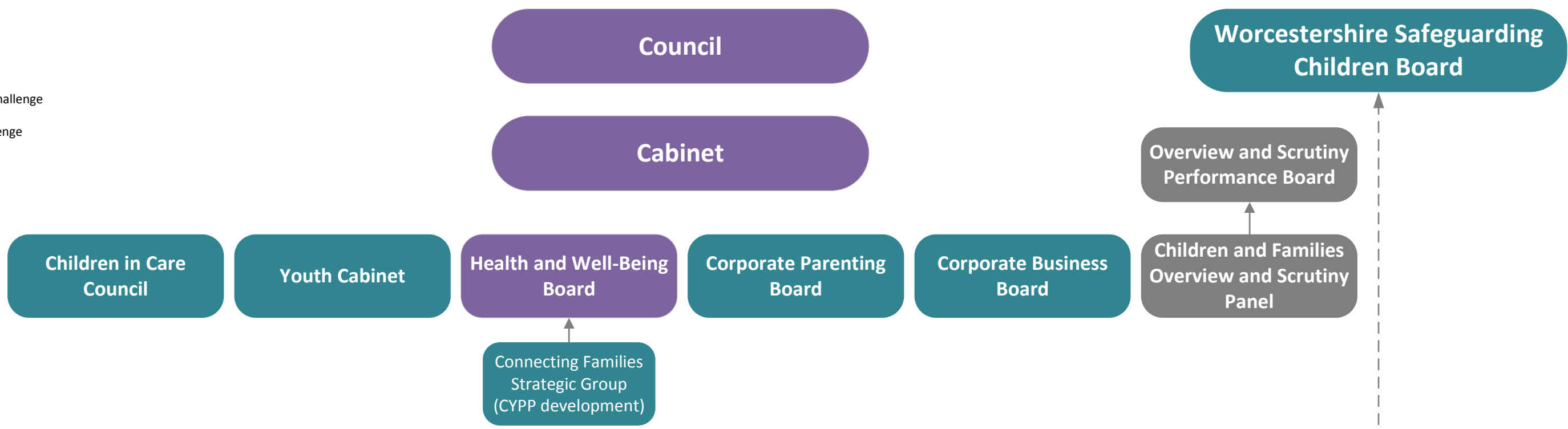
Corporate Governance

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 preceeding 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 - % | |