

## 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)
<b>Outcome 1</b> - 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	
<b>Outcome 2</b> - 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.
<b>Outcome 3</b> - 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)	
	% of LAC seen in timescale (within the last 30/60 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 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	
	Case audits identify adequate/good as an outcome judgement-Num	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 - %	
RAG ratings for Child Protection children are not red		
<b>Outcome 4</b> - Have in place a range of customer feedback opportunities	Number of Stage One complaints received	4. Strengthen children's voices by ensuring that children are seen,

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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	
<b>Outcome 5</b> - 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	
<b>Outcome 6</b> – 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	
<b>Outcome 7</b> - 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	
<b>Outcome 8</b> - 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 - %	