

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					

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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	

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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