

CYPP, Programme 6, Action Plan 2018/19 - FINAL MAY (4.5.18)



Improvement Programme: 6
Lead Delivery Group: Children's Social Care/ Somerset Safeguarding Children Board
Senior Responsible Owners (SROs): Deputy Director Childrens Services/ Somerest Safeguarding Children Board Chairperson

Ofsted 2017 Recommendation number	Action	Action Owner	Deadline for Completion	BRAG rating	Key Performance Indicators	Outcome
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1. Increase the capacity of the leadership team so that the pace of change can be accelerated
Lead: HR Director and Deputy Director Children's Services

1	Review senior management structure and roles to ensure there is sufficient capacity and expertise to drive consistent social work practice a) Embed the leadership competency framework at all staff levels to identify strengths and areas of development in becoming a "Good" authority b) Consult with the workforce about flexible ways of working which better meet family need for both staff and service users c) Reconfigure the role of CSW, to provide more agile expert support to social-work teams.	HR Director / DDCS	a) 31st May 2018 b) 1st June 2018 c) 1st June 2018		a) 90% of SW workforce is permanent overall by April 2019 b) 75% of Year 3 students become ASYEs in Somerset in 2018 c) 80% retention of ASYEs at the end of Year 2 d) 75% of Step up students become Somerset ASYEs when their course finishes in 2019 e) Social worker turnover rate is below the national average of 14% f) Audit evidences that 50% of practice is graded as good or above	Increasingly experienced and permanent workforce whose practice is consistently improved at Ofsted "Good" or above
1	Develop Workforce capacity via the County Workforce Strategy to increase the permanent social care workforce by: - strengthening liaison with south west universities and the Open University, including development of social work apprenticeships - influencing the content of social work degree programmes and - providing a Somerset presence on courses, in seminars and recruitment events - delivering high quality student placements, particularly in Year 3, within the Council - continue to lead the south west consortium for Step Up to social work	OM Learning and Workforce Development	31st March 2019			
2 and 3	Revise the Strategic QA Framework to ensure effective scrutiny and oversight of practice, - to establish overarching management accountability principles focusing on good outcomes for children resulting from high quality social work practice - ensure that there is a clear audit structure which informs service planning, learning and improved outcomes for children, incorporating children and families' feedback about their experience of social work practice Review audit tools, to ensure alignment with overarching principles above Embed the training, audit, learning cycle in social work practice across the service with a focus on improving the quality of plans and outcomes for children, including understanding of ethnicity, identify and cultural needs	Strategic Manager Partnerships, Audit and Quality	1st June 2018		a) Audit identifies clear and case directive management overview in 75% of audits undertaken	Service development is informed by training, audit and learning from service user feedback
	Develop a management decision-making matrix to increase accountability and autonomy at all management levels.	Strategic Manager Assessment and Safeguarding	1st April 2018			
3	Review case tracking mechanisms and associated documentation to ensure they contribute to improving the quality of social work practice	OM group led by South Somerset OM	30th April 2018			

2. Improve the consistency of social work practice
Lead: Deputy Director Children's Services

A. Permanence planning Lead: Strategic Manager Children Looked After and Leaving Care						
10	Support families on the edge of legal proceedings to care for their children by improving practice in the PLO stage: - Provision of practice guidance to social workers on appropriate use of PLO in pre-proceedings. - Development of training for all SWs, for delivery by CSWs in areas to teams to embed the guidance.	Strategic Manager Assessment and Safeguarding/ OM Sedgmoor	1st May 2018		a) All fieldwork social workers have undertaken PLO training b) Audit identifies appropriate use of pre-proceedings thresholds. c) increased % of PLO process which end in de-escalation	Families are supported to care for their children within their own community
11	Reshape Permanence Panel to focus on quality of planning for children who need long-term foster placements supported by: - increased specialist capacity to recruit carers for named children - Development of a kinship team to deliver good quality assessments of connected persons and prospective special guardians and to provide ongoing support to these carers.	OMs for Fostering and Permanence	1st June 2018		% children who have more than 3 placements in 12 is reduced to 11% by year end % children who have been in care for more than 2.5 years in long term placements is 65% or above	More children have a permanent home, where difficulties can be managed and the placement sustained
10	2) Engage wider birth family networks by: - broadening the remit of Family Group conferencing to all families open to Children's Social Care to enable them to find their own solutions - developing the Rapid Response service as part of Team 8 to provide 24/7 support to families with adolescents, in crisis. - developing community adolescent support teams to prevent family breakdown and support families where children return home from care.	Strategic Managers Vulnerable Young People and Prevention	1st June 2018		75% of children who are subject to Family Group Conference remain living with their birth family 75% of children referred to community adolescent teams are supported and do not escalate to a CSC referral	Families are better supported to care for their children within their own community
1, 2 and 3	Deliver a high quality training programme across the workforce focussing on: a) relationship based therapeutic tools for social care staff and foster carers to support the holistic assessment of permanence options for children	OM Learning and Workforce Development	Developed during the 2018/2019 year		% children who have more than 3 placements in 12 is reduced to 11% by year end % children who have been in care for more than 2.5 years in long term placements is 65% or above	Improved social work practice is evidenced in greater placement stability and more timely permanence planning
B. Placement stability Lead: Strategic Manager Partnerships, Audit and Quality						
11	Develop an IRO scorecard to focus on placement stability and permanency planning outcomes, enabling IROs to alert managers earlier when placements are becoming unstable	Strategic Manager Partnerships, Audit and Quality	1st April 2018		% children who have more than 3 placements in 12 is reduced to 11% by year end % children who have been in care for more than 2.5 years in long term placements is 65% or above	More children have a permanent home, where difficulties can be managed and the placement sustained
11	Ensure disruption meetings are held in order to learn from matched long term fostering placement breakdowns and from post adoption family breakdowns.	OMs for Fostering and Permanence	1st April 2018		Disruption meetings are held for all long term fostering and post adoption family breakdowns	Learning from disruption means that more children have a permanent home, where difficulties can be managed and the placement sustained

1, 2 and 3	Develop Action learning based opportunities for: management oversight and scrutiny of practice, including quality assurance - for first line managers to ensure clarity of expectations on permanence planning, course-correction and tackling poor performance. - for Operation and Strategic Managers' their role in supporting the development of first line managers	Strategic Manager Partnerships, Audit and Quality/ OM Learning and Workforce Development	1st June 2018		Audit identifies that in 75% of audited cases management overview is analytical, focussed on permanence and course corrects poor practice	Improved social work practice is evidenced in greater placement stability and more timely permanence planning
12	Ensure that children's initial health assessments are timely and that the emotional and mental health needs of care leavers and children looked after are recognised and addressed.	Chair Corporate Parenting Board sub group for Health and Emotional Well being.	Incremental during 2018/19 -see KPIs for targets		June 2018 - 80% of IHAs are completed on time December 2018 - 90% of IHAs are completed on time March 2019 - 95% of IHAs are completed on time Audit of minutes from the monthly CAMHS/CSC emotional health review meetings evidence that CLA and Care leavers receive the right emotional/mental health support at the right time	CLA and Care leavers' physical and emotional health needs are identified and addressed promptly
3. Ensure that partners (especially Health and Police) work effectively together to secure positive outcomes for children Lead: Assistant Director Partnerships and Quality Assurance/Safeguarding Children Board Chairperson						
8 and 9	a) Ensure that children and young people within the child protection process have timely access to advocacy services by ensuring social workers are aware of children's right to access an advocate and know how to access the advocacy service b) Ensure CP Chairs monitor the appropriate provision of advocates and challenge social work practice where appropriate c) Ensure that the Advocacy service and CP Chairs annual report includes views of children about the effectiveness of CP and homelessness advocacy services and that this is reported to the LSCB d) Develop the CP score card to include the number of children who have had access to an advocate in the child protection process in a timely way	Strategic Manager Vulnerable young people/Strategic Manager Partnerships, Audit and Quality	a) 30th April 2018 b)30th April 2018 c)presented to LSCB in July 2018 d) 30th April 2018		a) The families of 100% of children over 4 have been offered an advocacy service in the child protection process b) 75% of children whose families have been offered advocacy are represented in CP conferences.	Children are able to express their views clearly in the child protection conference process and understand how these have informed child protection planning
9	Develop provision of independent advocacy for 16/17s around decision to become Children Looked After, including: - clear guidance for social workers and advocates - a leaflet for young people and - identification of points in children's planning for regular review of young people's decision where they have initially decided not to be CLA .	Strategic Manager Prevention	30th April 2018		a) 100% of homeless 16 and 17 year olds referred to CSC have been offered and advocacy service b) Audit identifies that homelessness decisions are regularly reviewed and clearly recorded in case records, including the involvement of an advocate	Homeless 16 and 17 year olds have been able to access an advocacy service and understand their accommodation rights and responsibilities.
10	Improve outcomes for children experiencing neglect by: a) developing and implementing multi-agency neglect toolkit as part of the SSCB neglect Strategy b) take part in regional neglect peer challenge to identify partnership strengths and areas for development	Assistant Director Partnerships, Audit and Quality/ Designated Nurse for Safeguarding	a) 30th June 2018 b) 30th June 2018		Increased % of EHAs where neglect is a factor and where the EHA ends with improved outcomes for the child	Children who experience neglect are identified and supported early
2	Review SSCB QA Framework	Strategic Manager Partnerships, Audit and Quality	1st June 2018		multi agency data identifies key areas of risk and strength in the safeguarding system	
4	Work with Avon and Somerset Constabulary, and Health partners to develop an effective force-area system for appropriate support and oversight of all children in Police custody, including: - identifying and learning from good practice in other authority areas. - timely notification by the police to the local authority of all children in custody, their length of stay and post detention destination	Strategic Manager Vulnerable Young People/ Police Area Commander/Designated Nurse for Safeguarding	1st May 2018		a) Police information about children in custody is provided to relevant partners within 24 hours of the detention (evidenced in audit)	Children in custody identified, supported and overseen appropriately by the partnership
5	Work with Avon and Somerset Constabulary, and other partners, to ensure partnership understanding of "Working Together 2015" in relation to agreeing criteria for statutory responsibilities in joint child protection enquiry processes including: - Ensuring multi-agency understanding of the Somerset Safeguarding Children's Board Escalation Process so that concerns about non-engagement in strategy discussions or section 47 enquiries are dealt with promptly	Strategic Manager Partnerships, Audit and Quality/Police Area Commander	1st May 2018		Somerset Safeguarding Children's Board lead audit of strategy discussions and S47 enquiries evidences improved practice in this area.	Children who are the subject of child protection enquiries tell their story once
6	Develop joint Community Adolescent team and Social work training, to include: - What good Return Home Interviews and Missing Prevention Plans look like (using learning from other authorities). - how these interviews/plans can inform wider care planning for children.	Strategic Manager Prevention/ OM CLA	1st May 2018		a) Audit identifies improved quality of RHIs and MPPs, b) fewer children go missing more than once.	Fewer children go missing more than once.
	With Police and other CSE/missing review group partners, consider ways to enhance data capture, to improve outcomes for children who go missing and to inform wider risk reduction strategies. This should include: - Where children go missing from and to, and who they go missing with. -Data analysis within police force to identify common themes, to improve prevention strategy.	SSCB CSE sub-group Chairperson	30th April 2018			
7	Via the SSCB CSE subgroup: - promote the work of BASE in CSE prevention work across all agencies - develop the CSE screening tool as a police intelligence to facilitate prevention and disruption activity - promote and develop the work of the regional CSE overview group to provide the data needed to inform trend and risk analysis by senior managers	SSCB CSE sub-group Chairperson	1st September 2018		a) SSCB audit identifies consistent use of CSE screening tools to prevent escalation of CSE	Fewer children are involved in CSE activity
4. Increase the range and quality of local care placements for children looked after Lead: Deputy Director Children's Services/Assistant Director Children's Commissioning						
A. Commissioning of the Care Market Lead: Strategic Commissioner						
11	1) Set up a weekly residential review panel to consider permanence planning for children in residential care, the quality and value for money of this provision and to support transition to foster care when appropriate. 2) Work with Independent care providers to provide sufficient high quality care placements for Somerset children in Somerset. This includes improved relationships, shared workforce development, and contracts which provide greater certainty and innovation.	1) Deputy DCS 2) Children's Strategic Commissioners/ Strategic Commissioner Commercial and Procurement	1) 10 March 2018 2) 30 September 2018		% of children in residential care is in line with the average for "good" authorities - 11% % children who have been in care for more than 2.5 years in long term placements is 65% or above Reduction in children placed more than 20 miles from Somerset to 12% in line with statistical neighbours	Children have a long term family home where they are safe and cared for
B. Sufficiency of Council Foster Placements Lead: Operations Manager Fostering						

11	Commission an external review of the Council's fostering service to explore the likely market capacity in Somerset, innovative recruitment and an improved offer of support and benefits	Assistant Director Commissioning	1st June 2018		n/a	The Council and partners understand where there is capacity to recruit more in house carers, what would maximise this potential and have a clear plan about how to achieve it
5. Improve Outcomes for Care Leavers Lead: Deputy Director Children's Services						
13	Improve preparation for independence by: - Improving the pre- independence skills offer for all Somerset Children Looked After - Developing an Asdan Award for independent living skills. -	Strategic Manager CLA and LC	1st June 2018		Pre-independence programme is piloted with 20 children over 12 with children, carers, partners, social workers, IROs and leaving care workers actively involved in implementing it	Children in care learn independence skills gradually so that they are confident and resilient when they begin to live independently
13	Develop the local Leaving Care offer to 25 in conjunction with Care leavers	Strategic Manager CLA and LC	Local Offer - 30th September 2018 Survey completed - end March 2019		A survey of care leavers up to 25 shows that they are able to access the offer independently and that it provides useful and relevant information	Care leavers understand and can access services to support them when they need to
13	Continue to improve access to ETE by Working with Council contractors and external employers to development work experience and job opportunities.	Strategic Manager CLA and LC/ Service Manager Organisational Development	31st March 2019		% of care leavers who are NEET 16 and 17 is reduced to 10% and for 18 to 21 year olds is 25%	More care leavers are in employment, training or education
13	Increase capacity in the Virtual School to incorporate capacity to work with post 18 provision, specifically further education, apprenticeships and promoting university applications	Virtual School Head	1st September 2018		% of care leavers who are NEET 16 and 17 is reduced to 10% and for 18 to 21 year olds is 25%	More care leavers are in employment, training or education