

2022 - 24 Service Action Plan

No.	Outcome and Impact upon Child(ren) to be achieved	Actions Required	RAG	Owners	Timescale	Updates
Help and Protection						
1	SWs and TMs are confident to argue assertively in court for proportionate and child friendly outcomes, based upon robust assessment and planning.	i. Review Court skills training, increase frequency and include overseas workers and experienced practitioners/TMs		PSW / HoS	31/03/23	
		ii. OMs to support SWs and TMs, including via court attendance, to ensure that robust care plans are presented and advocated for in court		OMs	31/03/23	Court attendance to be discussed in OMs supervision
		iii. TOR for ALTM (including permanence) and LGP to be reviewed. Process for reviewing cases to be discussed and clear guidelines agreed.		HoS / AD	31/03/23	HoS H & P observing all ALTMs to feed back into review. ToR for LGP reviewed. PLO templates under review Action plan from 2022 PLO audit under review.
		iv. Senior managers to attend court to observe CSC, court and Cafcass practice on a quarterly basis		OMs/HoS / ADs	Quarterly	
		v. Engagement with all stakeholders at LFJB to promote better joint working, adherence to Public Law Outline and timely positive outcomes for children		ADs and HoS	Quarterly	
2	Children who are at risk of or who are being exploited and their families are receiving proportionate intervention and planning including via Risk Outside the Home (ROTH) process and conferences to maximise safety for the child(ren), their family and community.	Child Protection Conferencing service to communicate and implement the agreed ROTH process once this has been agreed by senior managers and the partnership at CE Exploitation subgroup		Chairs Service Manager and ChAIRS service.	Jun-23	
		Strengthening and embedding of specialist exploitation social worker support, including a new CSW exploitation worker to focus on partnership and strategy, alongside practice support via an exploitation SW		HoS / AD		New exploitation CSW in place.
3	Parents across Somerset receive a consistent response to concerns of their child experiencing significant harm and s47 enquiries are proportionate and include a multi agency response.	i. Share knowledge across Front Door and area teams through quarterly QA activity and sharing of analysis at Help and Protection meetings to inform actions		TMs/OMs complete audit activity, Service improvement team facilitate QA activity and provide analysis	To begin January 2023	
		ii. Sharing analysis of QA activity at CMM, including case study discussions and actions to further develop this area		Heads of Service	Bi-monthly	
		iii. Dip sample of Safeguarding referrals which did not proceed to strategy to provide assurance re. decision making round strategy meetings.		HoS Help & Protection	01/09/22	Completed - 95% of decisions made felt to be appropriate and proportionate
4	Children who are missing from their home receive a timely and effective response from CSC to reduce the possibility of further episodes and prevent ongoing harm.	i. Philomena Protocol to be implemented and promoted across the service.		OM Prevention (West) OMs for working group.	Mar-23	Philomena Stage 1 now live. Stage 2 roll out Jan 2023. Working group to be established following CMM discussion.
		ii. Process for undertaking missing return interviews to be reviewed and updated via a working group		TMs/OMs complete audit activity, Service improvement team facilitate QA activity and provide analysis	Jun-23	Work underway - working group identified led by PMEX team.

		iii. Arrangements for providing oversight and quality assurance of the MRHI process to be reviewed and incorporated into the practice evaluation.		HoS QA SIT	Feb-23	
Children Looked After and Care Leavers						
5	Improved placement stability for children looked after, to prevent unregulated care packages in Somerset or, where we have no alternative, our care packages for our children in unregulated care provision are of high quality to ensure children are not detrimentally impacted by the lack of alternative, regulated provision.	i. Foster carer recruitment campaigns to increase the availability of SCC foster carers.		HoS & OMs for CLA & LC	Ongoing	Current campaign has led to significant increase in SCC fostering website hits.
		ii. Working group to devise clear process and guidance for how we learning from endings and foster carer feedback		HOS CLA/LC & OM's	Jun-23	
		iii. Explore building a high quality, internal and flexible support service within FIS to provide care in unregulated provision Expand availability of Homes and Horizons workforce and FIS to provide more out of hours support		HoS Prevention		Business case completed. Awaiting decision as part of ongoing budget planning.
		iv. Joint assessments with housing to be completed prior to requesting accommodation for semi-independent.		OMs/HoS	Jun-23	Work to begin following LGR and transfer of housing duty to new council
		v. Clear transition plans for young people to move on from Semi independent accomodation		OMs	Dec-23	
6	Children who are looked after by their wider family/network are cared for by carers who meet the National Minimum Standards for fostering or via an alternative Order granted by the court (CAO, SG)	i. Assessments presented to panel are complete - evidence informed, timely and contains analysis.		Kinship OM ChAIRS Service Manager Fostering Panel ADM	Jun-23	
		ii. Kinship carers are supported to care for the children they are looking after. Support Hub for Kinship carers to be reviewed.		Kinship OM ChAIRS Service Manager Fostering Panel ADM	Sep-23	
7	Foster carers have the skills and ability to meet the needs of the children for whom they care and are provided with the relevant support from the fostering service to address additional support needs, as and when they arise, as a result of the children living with them.	i. Assessments and information presented to panel and ADM are complete - evidence informed, timely and contains analysis. ii. Foster carer reviews are independent and rigorous, using feedback from all stakeholders to inform decision making iii. Review of the support provide to carers at key life transition points for CLA.		Fostering OM ChAIRS Service Manager Fostering Panel Fostering ADM	Sep-23	
8	Life story work is integral to our work with children and its impact on assessment, planning and ongoing intervention for the child(ren) is evident on the child's record at all stages of our involvement.	i. Life story work to be part of every intervention and chronologies to be used to inform planning - working group to be set up to provide a system wide perspective on LSW and how it is carried out and recorded.		OMs/HoS	Dec-23	
		ii. Closure letters to be embedded to children throughout system		OMs/HoS	Jun-23	

9	The Leaving Care Service work to the agreed referral process in respect of the children of care leavers being referred into Children's Social Care in a timely manner where necessary.	(i) Review triage arrangements so that referrals from LCS follow same route as step up cases. (ii) Workshops to be completed with LC teams to raise awareness making referrals		HOS& OM's CLA/LC	Mar-23	
10	Children in Somerset are receiving the full-time education provision to which they are entitled, to increase aspiration and to promote best life chances.	i. All children with a social worker or working with the YJT in Somerset are supported by Virtual School who support and challenge non-school attendance. CSC representation on CMOE panel be to explored and implemented		TMs OMs HoS	Febraury 2023	
		ii. Create guidance on CSC role and resources to support SWs and TMs challenge where children are missing out on education.		OMs/HoS	Apr-23	Should also consider how QA activity and tools may support the focus on education.
		iii. IROs and CPCs raise appropriate challenge to ensure that all children looked after and children with child protection plans have the education that they are entitled to.		IROs/CPCs	Ongoing	To be monitored via PE analysis
11	All children have had the opportunity to be involved in the design of their up to date care plan (pre-review care plan) with their social worker to ensure their age and learning appropriate understanding of their future planning.	SWs to complete the child/young persons pre-CLA review care plan and share with the child at least 5 days before the child's CLA review.		CLA OMs	Mar-23	
12	Regular review of all children looked after for consideration of reunification with their families, with services deployed to support this move forwards as necessary.	i. Extend use of FCG in CLA reunification work		TMs OMs HoS	Dec-23	
		ii. Support from SSWA & EHWP team to support plans of reunification and post reunification for time limited period.		HOS CLA/LC & OM's	Dec-23	
13	All children looked after have clear permanence plans at key stages of their journey, preventing delays to achieving permanence and promoting best outcomes.	Working group to revisit and update guidance		HOS Help & Protection & HOS CLA/LC	Apr-23	
Leadership and Systems						
14	CSWs and APs hold specialist lead roles providing expertise and practice support to CSC practitioners and managers developing strong professional practice for best child centred outcomes.	i. CSW group, an AP lead and an OM lead (supported by PSW) to develop guidance for specialist lead roles, including how practitioners will be able to access their specialist support		PSW / OM lead	31/03/23	
		ii. Review roles and responsibilities of CSWs to ensure that we maximise their impact on improving social work practice across all services.		PSW	30/06/23	
15	SW teams with vacancies are supported with SSWAs to maintain capacity and resilience within SW teams.	i. Explore making SSWA permanent roles		OMs / HoS lead	31/03/23	
		ii. OMs working group to develop guidance around use of SSWAs in SW teams		HoS and OM lead	31/03/23	OM lead to be identified at OMMs 01/02/2023

16	Practitioners spend regular time together in the office which helps to maintain a supportive team culture, team identity, peer support and is enhancing our learning culture to ensure children receive the best possible service, irrespective of the team with who they are working.	Senior managers to set clear expectations about how much time staff spend in the office (pro rata 3x/week) - e.g. expectation that supervision and team meetings are held face-to-face		HoS/ADs	Jan-23	Expectations set at OMs meeting January 2023; staff to spend a minimum of 3 days out of 5 in the office with their teams. To be cascaded to all staff teams.
17	Senior managers regularly accompany practitioners in practice to inform their understanding of the day to day experiences of our workforce and how this impacts upon practice with and outcomes for children.	All senior managers (OMs above) undertake bi-monthly back-to-the floor activity with frontline staffing (joint visit / observations / meeting attendance)		ADs HoS OMs		To start January 2023 - to be monitored via OMs meetings. Monitoring form to be developed to scrutinise engagement and identify learning HoS H & P to follow up.
18	Teams work closely with each other, supporting timely and smooth transitions and children supported with the right intervention, at the right time by the right service to prevent drift.	i. Ensure current TAM document and process is revised and recirculated and understood by FIS and Social Work teams		HOS Prevention / HOS Help and Protection	Jan-23	Re-circulated via OM group November 2022
		ii. Working group needed to consider how adult and specialist workers can be embedded into FIS, Assessment, Wider Safeguarding & CwD Teams		HoS/OMs/TMs	Jun-23	
		iii. Review TAM process to include wider service elements (Kinship; SG support) via a working group		HOS Help and protection & CLA/LC	Jun-23	
		Explore opportunities to incorporate SWs into FIS teams to support improved practice around step-up and step-down		HOS Help and protection; OMs FIS.	Jun-23	
19	Parents are supported via advocacy to participate in their children's' CP conferences and CLA reviews to ensure their understanding of our concerns and the plans for their child(ren).	ChAIRS service to consider models of parental advocacy and lead 2 working groups with a view to setting up a system and process for parental advocacy for child protection conferences and a system and process for parental advocacy for children looked after reviews.		ChAIRS Service Managers to lead each working group	Jun-23	
20	Managers understand and have resources in place to support our neurodiverse workforce to enable inclusion in all areas and roles	ii. CPD at CMM to develop workforce understanding and then dissemination to teams - Michelle Anderson (via HR)		HR	Sep-23	
21	Children's Social Care and CAF/CASS have a professional working relationship, mutually respectful, to promote a joint understanding of what is in a child's best interests.	Heads of Service to reinstate meetings with CAF/CASS to review how we work together and plan practice workshop.		HoS	Jul-23	
22	QA Framework is up to date, fit for purpose and supporting continuous improvement to always focus on the impact upon the child.	i. QA framework to be reviewed and updated to reflect updates, new team diagnostic process and to include QA of CSC SEND practice.		HoS; Service Improvement team	Apr-23	
		ii. Practice Evaluations to be updated to include sections for information about, Exploitation, Education and Missing.		QA/Service improvement team	Apr-23	
		iii. Serious Incident notification process to be reviewed, and shared with wider workforce.		HoS QA; AD C & S	Apr-23	
23	Improve the quality of practice and outcome for children in key areas of focus	Identify and implement service obsessions to provide a clear focus on key areas of practice: 1. Education 2. Voice of parents 3. TBA		All staff	6 month	Education obsession agreed for discussion at CMMs 16/01/2023