

Children's Services Improvement Programme Status Report

Item 04a

Reporting Period	June 2015	Lead	David Johnston		
Status Summary including items for escalation	<p>Progress against the actions has continued at pace and this is starting to show in the success measures as a number of critical indicators are now starting to move in the right direction:</p> <ul style="list-style-type: none"> - Timeliness of assessments has continued to be maintained despite a continued increase in the number of them being completed. - % Initial Child Protection Conferences held within timescales continues to increase - % initial health assessments for looked after children completed in timescale show some improvement <p>In June, the work in relation to transition points in the system and mapping of the current processes has continued. Further work has also been done to ensure that everyone is aware of and understands the thresholds throughout the journey of the child. Data is increasingly becoming a more accurate reflection of performance as systems, recording and reporting issues are resolved.</p> <p>An external validation of the audit framework has been completed and confirmed that the audit thresholds are right and the audit process and practice standards are well embedded.</p>		Progress Against Success Measures	Progress Against Actions in Month	Risks/ Issues
			A	G	A

Progress Against Objectives: Success Measures / Impact / Evidence / Deliverables

See attached data dashboard

Developments/ Achievements / Key Milestones reached this period:	Targets for next period:
---	---------------------------------

W1 – Improving Leadership Governance & Partnerships

- Ongoing work on a joint leadership strategy for organisations responsible for working with and safeguarding children in Buckinghamshire
- Work-shadowing within each agency and across partners for front-line staff and managers underway.
- Escalation process established for poor quality or inappropriate referrals, escalation to be made in the first instance internally to David Johnston who will distribute concerns to the relevant partners.
- 'Good to Connect for Children' operational management group established co-chaired by Carol Douch and Pauline Scully.
- Schools Survey created and launched with 23 respondents to date.

W1 – Improving Leadership Governance & Partnerships

- Success measures to be further developed and integrated into Section 11 audits.
- Complete review of the Children & Young People's Plan
- Address issues with partnership attendance at meetings at task and finish group
- Establish escalation process for information provided to early help panels in line with referrals process.
- Close schools survey, complete analysis and create report to be distributed in the autumn term.
- July work stream meeting to be chaired by Carolyn Morrice representative from Bucks Healthcare Trust.

<p>W2 – Improving Quality of Social Work Practice</p> <ul style="list-style-type: none"> - All children continue to be allocated - Half of the audits undertaken in June were moderations of previous audits to ensure standards for auditing are being applied consistently across the service. - Essex County Council quality assurance staff completed peer auditing using new auditing tools and agreed with auditing thresholds. - Getting to Good Workshops on Child Sexual Exploitation (CSE) and Risky Behaviour in Children completed. - Additional support in place in Contact and MASH to enable faster decisions within timescales and timely transfer to assessment teams. - Audit of Assessments completed identifying 20% of May Child & Family assessments would have been unnecessary if MASH process had been completed. - A deep dive into Section 47 enquiries completed which did not result in an ICPC to ensure a proportionate response. 	<p>W2 – Improving Quality of Social Work Practice ^{Item 04a}</p> <ul style="list-style-type: none"> - Develop standards for Contact and MASH to be incorporated into a full standards booklet to be circulated to all staff and partners. - Develop audit tool for placements (fostering and adoption) to ensure these are meeting the child’s needs - Audit tool for Aftercare developed and in testing - Data cleansing days with identified social workers, Practive Improvement Managers, Unit Co-ordinators and ICS support to ensure ICS accurately reflects CIN plans. - Getting to Good workshops to be held in relation to Pathway Plans. - A deep dive into the roles and responsibilities being carried out by Child & Family Workers - July audit programme to focus on cases held by Child & Family Workers
<p>W3 – Improving Strength & Capacity of the Workforce</p> <ul style="list-style-type: none"> - See detailed report 	<p>W3 – Improving Strength & Capacity of the Workforce</p> <ul style="list-style-type: none"> - See detailed report
<p>W4 – Improving Early Help & the Front Door</p> <ul style="list-style-type: none"> - New process for Contact and Referral has been agreed to ensure that the work is done at referral and not contact stage - Draft plan for IT changes for Contact and Referral completed - Review of current accommodation arrangements at the police station completed - Panels launched in Aylesbury (2 taken place, 22 families discussed) - MASH review recommendations agreed across the partnership, resources not yet in place. - Implementation Group for MASH set up - Detailed review of requests into Contact and MASH completed with new arrangements being embedded - New escalation process to named senior manager in place for poor quality referrals - CSE Swan Unit review completed 	<p>W4 – Improving Early Help & the Front Door</p> <ul style="list-style-type: none"> - Review Out of Hours Service process with workshop looking at improving current arrangements - Preparation for launch for Wycombe Early Help Panel - Establishing a Quality Assurance Framework for Early Help and evaluating the impact of the panel process - Review process and quality of practice of Section 47 Enquiries at the Front Door with Police and Health - CSE meeting to agree and map referrals and workflow to the Swan Unit - Trialling changes to IT system in Contact and Referral - Forecast demand for MASH enquiries considering recommendations from MASH review
<p>W5 – Improving Services for Children in Care</p> <ul style="list-style-type: none"> - Established process to quality assure Pathway Plans to ensure they meet the individual child’s needs 	<p>W5 – Improving Services for Children in Care</p> <ul style="list-style-type: none"> - Review format of Pathway Plans in consultation with young people

<ul style="list-style-type: none"> - Draft Placement Strategy presented to Children’s Social Care & Learning (CSC&L) Business Unit Board outlining the principles of BCC strategy - Reviewed and amended the Adoption Scorecard Target and wording in line with National Standards - Completed ‘deep dive’ audit of Children Looked After (CLA) cases not seen in last 6 weeks - Process map for Family Breakdown Service completed 	<ul style="list-style-type: none"> - Analysis of Independent Reviewing Officer (IRO) ^{Item 04a} reviews completed without pre-meeting report - Focus on improving performance and developing the detailed metrics for the following 6 KPIs: <ul style="list-style-type: none"> • % CLA visited within 72 hours of coming in to care • % CLA Seen in the last 6 weeks • % Consent for Health Assessments sent to Health within 5 working days • % CLA have permanency plan in place by second review • Quality of Pathway Plans • % CLA have their reviews completed on time. -
<p>W6 – Improving Tools</p> <ul style="list-style-type: none"> - See detailed report 	<p>W6 – Improving Tools</p> <ul style="list-style-type: none"> - See detailed report
<p>W7 – Improving the BSCB (Buckinghamshire Safeguarding Children Board)</p> <p>Early Help and Thresholds</p> <ul style="list-style-type: none"> - Updated Thresholds document agreed at 7th July BSCB - Comms plan for re-launch drafted - Discussion with Board partners around now to increase number of Early Help awareness raising sessions and to encourage multi-agency delivery. - Continued discussions around incorporating Early Help training into BSCB training programme. <p>Child Sexual Exploitation (CSE)</p> <ul style="list-style-type: none"> - CSE training packaged developed for schools to deliver themselves has been piloted with a small group of schools with positive feedback. - Work continuing to ensure all relevant BSCB policies and procedures make appropriate reference to CSE and that this is done consistently. - Scoping complete for Serious Care Review (SCR) into historic cases of CSE in Bucks. Discussions held with potential lead reviewer. - CSE Sub Group mapping CSE training being delivered across partners. - CSE Sub Group investigating Working for Marcus as alternative to Chelsea’s Choice as a learning package for schools. 	<p>W7 – Improving the BSCB</p> <p>Early Help and Thresholds</p> <ul style="list-style-type: none"> - P&P Sub Group to review Thresholds guidance - Thresholds comms activity to commence - Early Help Sub Group to start looking at how we evaluate impact. <p>Child Sexual Exploitation (CSE)</p> <ul style="list-style-type: none"> - Think about how schools training can be cascaded further from September and how it can be cascaded to Voluntary & Community Sector (VCS). - CSE Challenge Session planned for 5th August to allow some focused thinking and challenge around next steps. - CSE Strategy to be completed – will need to be signed off at September Board. - Recruitment of part time project manager and confirmation of lead reviewer for CSE SCR (processes already underway). - Commence work on CSE SCR. - Multi-agency audit planned for September around Children in

Care with a focus on CSE.

Child's Voice and Journey

- Discussions with Bucks Family Information Service (BFIS) about integrating web pages for children and young people following the feedback provided by young people as part of the BSCB website consultation. This reflects the fact that BSCB young people pages are not currently fit for purpose and there is huge amount of duplication between the information provided around safeguarding by BFIS and BSCB.
- June E-Safety Sub Group meeting held at Highcrest Academy to allow young people to attend and feedback on E-safety ambassadors training. The young people have now agreed to participate in the E-Safety conference that is being planned for March 2016.

Neglect

- Multi-agency Children in Need (CIN) audit being written up.
- Board agreed to Neglect challenge session to encourage some focused work around how to progress this priority.

Increasing Effectiveness and Impact

- Higher level of challenge continues as evidenced by minutes and risks and concerns log.
- BSCB communications strategy drafted following partnership comms meeting.
- Second review period for Escalation Policy underway after low level of responses to initial consultation.
- Changes to BSCB website continue – additional capacity sought through children's services web team to speed up work.
- Some additional capacity agreed for the BSCB through Chris Williams.
- Recruitment of Child Death Overview Panel (CDOP) coordinator post underway – post currently being evaluated.
- Training Strategy updated and presented to 7th July BSCB
- Annual report drafted and presented to 7th July BSCB
- Continued improvements to multi-agency dataset and dashboard although further work still required.
- Additional session held for BSCB members on the dataset to improve understanding of the wider dataset that sits beneath the dashboard.
- Multi-agency supervision audit underway (via online questionnaire)
- Board partners asked for progress update on 2014 Section 11 audit

Child's Voice and Journey

- Substantive Board agenda items planned for September around Voice of the Child, including looking at results from children and young people's survey.

Neglect

- CIN audit report to be shared with BSCB.
- Set up neglect challenge session.

Increasing Effectiveness and Impact

- Comms forward plan to be completed with Sub Groups
- Continue changes to BSCB website
- Review Escalation policy in light of consultation responses
- CDOP annual report to September Board
- Annual report final sign off at September Board
- Write BSCB Complaints Procedure
- Chair to meet with Chairs of Sub Groups to ensure effective mechanisms are in place to link Sub Groups to the Board.
- Seek increased partnership commitments to BSCB training pool to ensure we can retain good quality, local multi-agency trainers.
- Analysis of multi-agency supervision audit results.
- Report back to Board on Section 11 progress across partners.
- Agreement of Section 11 process to be used with schools from September 2015.

- responses.
- Discussion around modifications to schools Section 11 process following concerns from some schools the current process is too onerous.

Key Risks and Issues

Ref	Risk / Issue	Mitigating Action	Owner	RAG
394	IF we are unable to attract and retain experienced and qualified staff THEN we will be unable to meet the improvement plan targets and improve children's safeguarding in Bucks	Overseas recruitment, revised terms and conditions, Recruitment & Retention Strategy	G Quinton	A
407	IF the number of referrals continue to substantially increase THEN the increased pressure on an already stretched team could result in staff absence and a reduced level of service	Work with partners to ensure that they understand our thresholds and their role in provision of Early Help Services Flex the workforce to meet changes in demand through the use of agency workers Work with contractors to ensure we always have approved agency staff to start immediately	C Douch	G
392	IF compulsory reviews are not occurring at the required times by the relevant people due to a lack of compliance / ownership THEN children who require care could experience unnecessary delays and crucial information could be missed	A regular audit programme has been established to routinely examine care files and ensure reviews are being undertaken in a timely manner	C Douch	R
393	IF we are unable to co-locate all key staff involved in First Response at the Police Station THEN this could result in delays and a counterproductive environment resulting in reduced service delivery	Review of options being undertaken by police - 04/06/2015 - In Progress	A O'Boerne	R
437	IF we are unable to recruit and retain a sufficient level of in house foster carers THEN the pressure on the external placements budgets will continue to grow	Children Looked After Strategy to address placement sufficiency within County, including increasing In House Foster Carer numbers and growing the market	K Forbes	R