Children's Services Improvement Programme Status Report

Reporting Period	September 2015	Lead	David Johnston			

		Progress Against Success Measures	Progress Against Actions in Month	Risks/ Issues
Status Summary including items for escalation	A lot of time in September was spent preparing for the LGA Peer Review which was an invaluable exercise in determining how far along our improvement journey for delivering services to children is, and whether we are focussed on the right areas to improve outcomes for children.'. The outcome of the Peer Review will be presented at the Improvement Board in October and a 'phase 2' Improvement Plan will be developed in partnership with key agencies in October to ensure focus on key priority areas. The Improvement Programme structure and reporting governance will also be reviewed to ensure the relevant boards and bodies are able to undertake their roles effectively.	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 - The School Survey responses were analysed and the results will be presented to the Improvement Board in October. - The Staff Survey responses were analysed and the results will be presented to the Improvement Board in October. - Across the partnership discussions were held in "connecting for children" regarding governance around CSE and in relation to our improvement journey	***W1 – Improving Leadership Governance & Partnerships*** - Reviewing the impact of the findings from the peer review - Use the School Survey to inform the work plan for the Education and Social Care Task and Finish Group - Work with the Practitioners Board to develop an action plan from the Staff Survey results.
W2 – Improving Quality of Social Work Practice - All case are allocated - A deep dive into the roles and responsibilities being carried out by Unit Coordinators continue to be a central contact point for children and their families and relieve social workers of some of the administrative burdens - September audit programme focused on CIN Plans open for more than 12 months to understand how effective our interventions with children and families are and whether their needs are being appropriately met in	***W2 – Improving Quality of Social Work Practice*** - Finalise minimum standards for Contact and MASH and Strategy Meetings - Complete and publish review of the Audit Framework and Tools to ensure they reflect learning from Essex and Cambs peer reviews - A mandatory training for managers on the S47 process, decision thresholds and recording to ensure the child's journey is progressing appropriately.

- the right part of the journey - All inadequate audits where the cases have not been formally re-audited since January 2015 were allocated this month to ensure improvements have been made - Continued targeting of individual workers by PIMs not meeting timescales for visiting children to facilitate better prioritisation and consideration of workload and ensure children are receiving regular quality intervention. - 'Traffic light' overview report added to twice weekly caseload report to ensure managers can easily see where timescales are due to run out - Review of Missing Children data to identify correlation with CSE. - Training for all staff on how to record CIN plans in ICS to ensure that data reflects practice.	- Continued targeting of individual workers by PIMs not meeting timescales for visiting children to facilitate better prioritisation and consideration of workload and ensure children are receiving regular quality intervention. - Police and Barnardos to develop proposal on whether to include Missing team in CSE unit for other agencies to respond to. - Develop Risk Assessment tool for all social care staff to utilise throughout child's journey - Finalise process map and procedure for missing children - Develop action plan for improvements in Out of Hours Service - Touchdown meetings meeting managers in First Response and Units to ensure 'soft' handover of children
W3 – Improving Strength & Capacity of the Workforce - Down to 2 agency workers in CIC team due to recruitment to permanent posts. - Established a more effective way to record current people to posts and these are now reviewed every 2 weeks by Practice Improvement Managers and Group Managers. It gives a much clearer understanding to the service as a whole about where the pressures are. - Completed the new recruitment pack using Rosie 2 software and will be rolling out in November/ December - Reviewed agency spend by team and Service Director has had individual meetings with Heads of Service and Practice Improvement Managers about agency staff and plans around them - Successful recruitment to CWD – 3 permanent social workers recruited	***W3 – Improving Strength & Capacity of the Workforce*** - Bucks stand at 2 jobs fairs in November and hope to be able to attract more applicants - Work around reducing dependency on MLA is ongoing - A report is being compiled to bring out any themes from exit interviews.
W4 – Improving Early Help & the Front Door - Developed new Key Performance Indicator re '% of referrals to social care from other agencies are recorded on a MARF' - schools consistently send clear information about why they are referring a child to social care but there is further work to complete with SCAS. - Numbers of MASH enquiries have fluctuated greatly since September 2014 – an audit has been completed of 50 of the children " MASHed " during June, themes have been identified and will be shared with the	***W4 – Improving Early Help & the Front Door*** - Analysis on connection between MARF and outcome of contact – is there a link between not completing a MARF and the outcome of the contact - Implementation plan for Single view to improve information at the early stages of decision making - Considering strategy IT plan to speed up the processing of referrals from other agencies

partnership and an action plan has been developed.	- Multi-agency case tracking exercise to look at blockers - Agreeing changed to process to speed up and make request MASH easier for SWs. Training on agreed changes so this is embedded - Development of regular information for partners on MASH KPIs (weekly) - Establish demand based on recommended changes to MASH. This will give partners clear expectations so they are able to plan resource to ensure sustained quality. - Deep dive into reasons for re-referrals to gain insight and knowledge for strategic change - Joint working between Early Help coordination and Social Care to improve quality of referrals to Early Help panel
W5 – Improving Services for Children in Care - See detailed report	***W5 – Improving Services for Children in Care*** - See detailed report
W6 – Improving Tools **ICT** - LADO module data transfer - Historic core data load is now complete, ahead of schedule, this will enable the LADO team to search and identify cases, previously held on the Probase system, in the ICS system. - Agilisis ICS / Livelink integration project report distributed to stakeholders - Forward plan for ICS developments draft completed and distributed - iPhones deployed to date = 248 - Smartphones deployed to date =155 - Basic and agreed Apps added to phones - Wi-Fi in Winteron Drive & Desborough Road - Single View - Liquidlogic delivered updated version of software, including links to Capita One. - EIS (Early Intervention System) - System testing	***W6 – Improving Tools*** **ICT** - LADO Tidy up work to ensure the datasets are completed as fully as possible. - Arranged meeting with CYP/ICT & Agilisis, for Agilisis to present report findings and recommendations. Next step – Planning & start Implementation of agreed report recommendations. - Detailed ICS & Technology forward plan developed and agreed in conjunction with CYP. - Deploy remaining IPhones (30) and additional Apps. - Deploy remaining Smartphones (46). - MASH Wi-Fi at Thames Valley Police premises. Install 'interim Mi-Fi' solution. Complete negotiations with TVP on full Wi-Fi solution for BCC staff. - Singleview - ICT have arranged meeting with CYP to discuss

- Business processes –
  o A full day workshop has been held on both CLA & CP with CYP, further meetings planned
  o CYP 'as is' Business processes -
  o Most have now been signed off by CYP change control. (List available)
- Draft CLA development plan delivered for review by CYP.
- Governance - A CYP I.T.Board has been created meeting 4 weekly, with Board touchdown meetings every fortnight.

deployment and consider options for linking to additional systems.
- EIS go live date for the end of October
- Sign off of remaining 'as is' Business processes
- CYP 'to be' Business processes - currently being developed by CYP Process Leads. Work being carried out on the CLA process as a priority. CP Process is to be developed in parallel.
- Agree CLA development plan
- CYP developing requirements for future MASH Process, supported by ICT.

Performance Framework
- Annex A dataset for Peer Review provided

Performance Framework
- Lessons learnt from Annex A dataset to feed into ICS process work to ensure all necessary information is recorded in the system to ensure it is reportable.

Business Support
- UC role implemented in First Response.
- Analysis completed on CP Business Support requirements. 1.5 R4 fte additional required.
- UC Induction/ Training Plan in progress.
- Additional R2 fte put in place in CP.

Business Support
- Agreement needed for additional CP resource.
- UC Induction/ Training Plan implemented.

Accommodation
- Partners to agreed office layout for Contact & MASH

Accommodation
- Develop forward plan with property services to ensure future business needs are met

Early Help and Thresholds
- Laminated threshold documents being disseminated across partners
- Simple referral flow diagram agreed to go alongside thresholds document.
- Discussions held with a number of agencies on how to tailor activity to communicate and embed Thresholds document and principles of early help. Discussions will continue with remaining partners to inform a 2

Early Help and Thresholds
- Ongoing work through EH Sub Group in partnership with BCC around evaluating impact of Early Help (reports on use of Family Outcome Star, usage of BFIS early help pages and trends in contacts and referrals expected to next Early Help Sub Group in November alongside continued engagement

year tailored comms plan. Good outcomes from meetings to date including commitment from Thames Valley Police to work with us to tailor an Early Help presentation which they will deliver to all TVP personnel in Bucks.

- Updated Early Help Strategy and Thresholds Guidance agreed by BSCB.
- Work undertaken with Bucks Family Information Service (BFIS) to further improve the Early Help pages on their website, and with Children and Young Peoples Partnership to ensure their website is up to date around Early Help.
- Budget planning for 2016/217 taken account of need for substantial training to support Early Help, including Outcomes Star training.

from Family Resilience Head of Service with development of regional framework for evaluating early help)
- Continue meeting individual partners to tailor comms approach.

Child Sexual Exploitation
- Consultation period for CSE Strategy continues (ends 2nd November) alongside work to clarify some of the operational structures and relationships around CSE.
- Continued work on Serious Case Review (SCR) into CSE in Bucks between 1998 and 2013, including starting to identify current and past victims to involve in the review process.
- CSE parent's evenings continue to be rolled out across Bucks after successful pilot before the summer. Good feedback being received.
- Chelsea's Choice also being rolled out through secondary schools.
- CSE work plan updated in line with CSE Strategy and to reflect challenges raised at CSE Challenge Session

Child Sexual Exploitation
- Presentation of multi-agency CSE audit to Performance and Quality Assurance Sub Group (it can then come to Improvement Board)
- Pick up work with schools around CSE training. Pilot training run before the summer than can be cascaded within schools
- Continue work on CSE SCR
- Continue to roll out and evaluate success of CSE parent's evenings and Chelsea's Choice.
- Update CSE Strategy in line with consultation responses.

Child's Voice and Journey
- As a result of hearing the feedback of the BSCB website consultation with children and young people, the BSCB has agreed to create a separate microsite for children and young people. Work has started to identify young people who can work with us on both the design and content of this site.
- Continuing to work with Barnardo's to facilitate contact with current victims of CSE to input into CSE SCR.

Child's Voice and Journey
- Work with young people to develop CYP version of BSCB annual report (1 young person currently identified to be involved and request for additional help has been made via the Youth Voice Steering Gorup).
- Continue to collect evidence through P&QA Sub Group around how partner agencies are embedding voice of child.
- Start work on CYP microsite.

Neglect

- Continued planning for multi-agency neglect workshop to ensure this complements the programme of work around Early Help. Workshop now likely to take place after Christmas to fit in with second phase of Early Help comms messages.

Increasing Effectiveness and Impact

- Work around FGM following Challenge Session on 18th October including draft strategy and action plan. These will be shared initially with those who attended for discussion before being disseminated more widely.
- Information on CSE and FGM shared alongside wider information on domestic abuse and forced marriage at a community event in High Wycombe aimed predominantly at Muslim women.
- SCR for Baby L published.
- Budget planning meeting held with Board members to plan for next financial year.
- BSCB Chair and Business Manager have met with all Sub Group Chairs to discuss and issues and ensure there are robust process in place to facilitate two way communication between the Board and Sub Groups.
- Place available for booking for 2 E-Safety conferences in March– one for students and one for professionals.
- Independent Schools Forum run on 15th October – engagement from 13 schools. Session used to deliver Early Help Awareness Training as well as other safeguarding issues for the sector.
- CDOP away day cleared 20 cases from the current backlog. Further away days are planned to reduce this further.
- Joint presentation of BSCB and Buckinghamshire Safeguarding Adults Board Annual Reports to Health and Wellbeing Board and Safer and Stronger Bucks Partnership Board.
- Significant updates to BSCB website, including improvements to Quick Links menu, professionals pages and the addition of moving slides to the home page.

Neglect

- Ensure sufficient Graded Care Profile Training is available as Early Help training transitions over to BSCB.

Increasing Effectiveness and Impact

- Increased embedding and promotion of Escalation Policy.
- Sign off updated Learning and Development Framework
- Recruit new chair for Early Help Sub Group and new BSCB Vice Chair.
- Business planning meeting scheduled for 17th November immediately after next Board meeting.

- Joint safeguarding 'commercial' produced with the Safeguarding Adults Board now available on the BSCB website and a comms plan for wider dissemination being developed. Significant interest in the commercial being shown from other LSCBs including across Berkshire and Milton Keynes.
- It has been agreed that a joint presentation from BSCB and BSAB can be included in the BCC induction programme for all staff and this will include the use of the safeguarding commercial.
- Input into Home Office review of Gang Activity in High Wycombe
- Second edition of BSCB newsletter published.
- Chair of the Early Help Sub Group has moved on to a new role and the BSCB Vice Chair will soon be leaving her current post.

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
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	Desk layout options developed – awaiting agreement from TVP	A O'Borne	A
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
	IF we are unable to bring spend in line with budget	Look for efficiencies across the Business Unit	D	R

| | THEN we may have to look at reducing the workforce | | Johnston | Item 03a | |