

Children's wellbeing, safeguarding and family support

Improvement plan 2017/18

During 2016/17 a number of improvements were delivered:

1. Implementation of Mosaic.
2. Reconfiguration of organisational and managerial structures.
3. Sustained reduction in children subject to child protection plans.
4. Reduction in number of agency staff employed.
5. Revision of MASH.
6. Consistent application of HSCB Threshold of Need Guidance.
7. Move of staff to Nelson House.
8. Implementation of Single Social Work assessment.
9. Move of CWB Team into 0-25 SEND Service.
10. Family Support Service teams aligned with Early Help offer.
11. QA Audit Programme revised.
12. Performance Scorecards developed and used regularly.
13. Review of allowances completed.
14. Increase in recruitment of foster carers.
15. Supervision guidance reviewed and revised.
16. Development of housing options with Housing Commissioner.
17. Implementation of Threshold of Care Panel.

Aim	Key Tasks	SMT Lead	Progress against key tasks.	Completion date	Evidence and impact
Develop consistent child-centred, evidence-based social work practice to ensure that children and families receive prompt and effective interventions to reduce need.	Principal Social Worker appointed.	GC	Review of Social Work Academy planned for May-June 2017	September 2017	Coordinate SSW group to disseminate best practice and engage in regional improvement group.
	Senior Social Work Practitioners support best practice.	PSw	Post re-designed and recruitment underway.	September 2017	Consistent approaches across teams.
	Role and functions of the Social Work Academy reviewed.	GC	Consultation planned for May-June 2017	September 2017	Coherent staff development programme in place, supported by PSw and ASYE lead AP.
	Social Work Healthcheck run annually.	KP	Tool already in place.	December 2017	Detailed picture of staff attitude and experience to inform planning.
	Nelson House supports single professional culture.	KP	Staff relocated to NH in spring 2017 from Moor House, Bath St and the Town Hall as phase 1. Phase 2 in planning: to include move of Safeguarding & Review staff and the 16+ Team. Hot desk facility available to CWD and 16+.	March 2018	Shared language and understanding of young people and their families leading to improved outcomes. Staff understand roles of each team and how they support seamless service to child and family.

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	Workforce Development Programme for social workers to be confirmed and implemented.	GC	Working group established to agree priorities	December 2017	Comprehensive plan agreed and implemented.
	Management training programme to be confirmed and implemented.	AS	AWB outline shared with CWB and Head of HR.	December 2017	Consistent approach by managers and increased effectiveness of service re performance, capability and budget oversight.
	Adoption of single assessment methodology, such as Signs of Safety or Restorative Approach.	PSw	Three principle tools identified. Pr SW to be appointed as part of SWA revision.	March 2018	Single child and family assessment tool implemented with full staff training programme.
	Sustainable, reasonable caseloads exist for social workers.	JH/GC	Reduction in CPP and CiN cases already achieved; plan to reduce LAC to demographically appropriate level. CWD to allocate to FSWs under s2 CSDP Act.	September 2017	Staff morale improved as reported in annual healthcheck and consistent quality of work improves.

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	Establish clear practice standards for professional practice to support best outcomes for children.	AS	Draft document drafted August 2017	October 2017	<ol style="list-style-type: none"> 1. Assessments to include analysis and use of explicit tools. 2. Children's plans have explicit outcomes with defined timescales for actions. 3. Case recording is up to date and evidences interventions. 4. Case chronologies are in place and comply with expectations. 5. Diversity and ethnicity recorded and addressed in assessment. 6. Management oversight explicitly recorded in case record. 7. Management decision informed by chronology, assessment and diversity.
	Mosaic to be revised to support best practice.	PH	List of proposed revisions drafted July 2017 and prioritised.		<p>Chronology hosted on Mosaic. Case summary hosted on Mosaic and linked to supervision summary. Case visits recorded. Single format for casework plans explored and implemented if supported. Mosaic user guide shared with staff.</p>

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	Early Help Action Plan developed to support implementation of strategy and peer review findings.	NT	Plan written July 2017 and implementation initiated.	September 2017	<ul style="list-style-type: none"> • Clarity of Early Help Offer for agencies and families – precis drafted and shared with providers. • Role of Lead Professional clarified. • Early help assessment format confirmed. • Step up-step down processes and guidance confirmed. • Internal staff aware of EH offer. • Pilot of EH triage completed and analysed. • EH telephone number circulated.
Develop a robust performance management culture across the division to support the delivery of a high quality service to children and their families thus reducing harm and ensure children meet their potential.	Performance management information suite confirmed and reported regularly.	PH	Scorecards already developed and team level data evolving.	September 2017	Robust picture of activity levels across teams and services to inform service improvement.

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	Regular performance discussions in service and team meetings to ensure that staff are well informed about the nature of our service to children and are able to challenge themselves appropriately.	JH/GC	Service performance meetings now in place.	July 2017	Performance Information is used to identify poor performance and assists Capability procedure. The information also used to improve performance
	Revised Quality Assurance Framework implemented.	CT	Existing QA case file audit framework reviewed and new framework being trialled.	December 2017	Improved understanding of quality of service and improvements over time. Audit outcomes and actions recorded on case file.
	Complaint findings to be included in team and service performance discussions with learning identified and monitored.	CT	Complaints report to SMT in place.	September 2017	Evidenced learning from complaints should ensure that complaints reduce and service is perceived to be more responsive.

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Permanency planning	Increased use of permanence options including extended family and Special Guardianship Orders.	GC	Practice reviewed and staff acknowledge current deficits.	December 2017	Reduce number of LAC in stable long term foster placements while increasing permanence options.
	Ensure all looked after children require being accommodated by the local authority.	JH/GC	See above. Plus Threshold of Care Panel introduced.	December 2017	Children return to their families promptly and the overall number of LAC therefore reduces.
	Support CP/Court, LAC and CWD Teams to ensure terms of reference for legal gateway and placement panel understood and clarity exists as to pre-proceedings process.	JH/CT/AS	CP/Court teams now in place.	October 2017	Reduce drift in cases prior to court application and thus reduce criticism from the judiciary and awards against the local authority.
	Review tracking mechanisms and supporting processes for all children subject to legal gateway and legal proceedings	KP	Process agreed and tracking spreadsheet created during 2016. On Sharepoint with process map.	September 2017	Managers aware of all cases in the wider PLO process and ensure timely decision making in children's best interests.

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	Ensure sufficient choice of placements that meet needs of children.	GC/RW	Review and revise care placement strategy to develop clearer targets for recruitment and retention of in-house carers and work with commissioning to ensure independent placements meet needs.	October 2017	More children's needs are met by in-house provision and children experience placement stability. Increase in housing options for UASC and older LAC as well as care leavers via Vulnerable Young Adult Housing Strategy.
	Work with colleagues to create a high performing Regional Adoption Service	GC	Regional adoption agency approach approved in principle by DLT and Cabinet Member. Liaison with Adoption Central England and DfE underway with application lodged.	March 2018	Children whose needs are best met by adoption are placed with well-matched and supported adopters in a timely way. Membership of RAA confirmed.