

## Locality and service improvement plans 17/18: Template for Managers

Devon County Council (DCC) is delivering an ambitious programme to improve its Children's Social Care service and aims to improve its standards to the equivalent of a 'Good' Ofsted rating. The improvement plan pulls together the various objectives to be achieved under the following work strands:

- Leadership and Management
- Right Service, Right Time
- High Quality Statutory Service
- Looked After Children are properly looked after
- Care Leavers are listened to and supported to aspire and achieve

Developing on our approach to self-assessment and continuous improvement each locality, or service, will develop its own improvement plan. They will take forward the priorities of the service plan, and build on and consolidate strengths as well as areas for improvement. Each of the locality or service improvement priorities must reflect the 2017 service review and improvement actions which were identified through self-assessment, performance reporting and auditing activity.

**Top 10 strengths** 'A service that knows itself well and has created the conditions to enable good social work practice to flourish'

1. **Leadership:** priority, ambition and commitment of Senior Management Team, Lead Member and cross party elected members. (Leadership and Management)
2. **Corporate Parenting:** step change leading to improvement in both the way the Board works and in the involvement YP. (Leadership and Management)
3. **Engagement of staff:** positive morale and commitment to getting to good. SWs described good management support. (Leadership and Management)
4. **Child centred practice:** workers know their children well, good child centred practice seen.(Right Service, Right Time)
5. **Children in Care:** outcomes improving for almost all, notwithstanding the legacy of historically weaker practice; in every case recent practice better and some good work with Unaccompanied Asylum Seeking Children. (Looked After Children are properly looked after)
6. **Private Fostering Service:** best the reviewer had ever seen and the case tracked was outstanding! (Looked After Children are properly looked after)
7. **Virtual School:** managers have good oversight and understanding of performance and the areas that need to improve. (Looked After Children are properly looked after)
8. **Step change improvement in audit** which is beginning to make a difference , (Leadership and Management)
9. **Significant improvements in the availability and use of performance data;** the workbook is helping managers to make decisions. (Leadership and Management)
10. **The LSCB improvement agenda and pace of change has improved;** under the skilled leadership of the independent chair (Leadership and Management)

## Top 10 priority improvements

'Tackling inconsistencies; consolidate, consolidate, consolidate!'

1. **MASH volumes/timeliness/IRT interface**; too many contacts that don't lead to a social care intervention; timeliness of MASH response and quality of multi-agency analysis and decision making. (Right Service, Right Time)
2. **CiN practice**; management information, supervision, management and audit to accelerate improvement (High Quality Statutory Service)
3. **Assessments and Plans**; analysis and embedding of strengths based model including good risk assessments and risk mitigation plans, depth of professional curiosity. Outcome focused (SMART) plans that drive purposeful interventions and outcomes/change. (High Quality Statutory Service)
4. **Supervision/Management oversight**; more consistently challenging/reflective and recorded to support best practice. (Leadership and Management)
5. **Transitions to Adult Services**; for disabled children. (Right Service, Right Time)
6. **Care Leavers**; more to do on accommodation and employment/apprenticeships. (Care Leavers are listened to and supported to aspire and achieve)
7. **Performance management**: supervision and case management, use of data and audit, role of IROs demonstrating real and sustained impact. (Leadership and Management)
8. **Workforce capacity**: some caseloads drifting upwards, minimum staffing for MASH, IRO caseloads do not permit full discharge of their responsibilities, teams in the north less resilient (Leadership and Management)
9. **Eclipse implementation**: avoid the Lancashire experience! (Leadership and Management)
10. **Early help**: performance framework for practice, step down needs to be secured (Right Service Right Time)

## **Governance**

Implementation of the plan will be monitored through the Children's Social Care Senior Management Team and the Improvement Board North, which meets monthly. The usual reporting arrangement through quarterly position statements is temporarily suspended.

The Detailed Improvement Plan North, which is the working tool for the area manager, team managers, and frontline staff is attached below. This is an operational tool and not necessarily appropriate to the Improvement Board North.

In order to meet the improvement challenge in the North, the top 10 improvement priorities for Children's social care have been re-focused.

There are four critical priorities

## **Leadership and management**

### **Priority: Workforce**

- Secure high quality interim senior management arrangements
- Resolve the uncertainty about long term arrangements
- Recruit locum capacity to cover all vacancies, including maternity and long term sickness absence
- Recruit over establishment as necessary to bring caseloads below 20
- Develop and implement a recruitment and retention strategy north (taking into account wider cross county implications)

## **Right Service Right Time**

### **Priority: Thresholds and workflow**

- IRU to review MASH/IRT interface and practice to reduce failure demand
- Review all thresholds

## **High Quality Statutory Service**

### **Priority: Embed practice standards**

## **Looked after children are properly looked after**

### **Priority: Embed practice standards**

## **Care Leavers are supported to aspire and achieve**

OUTCOME	Action/Objective	Lead	Targets/Milestones			Update/RAG
			August 2017	September 2017	October 2018	
Resilient high performing workforce	Secure high quality interim senior management arrangements	ML	Arrangements confirmed and operational	Future arrangements clarified	Recruitment in progress	Green
	Resolve the uncertainty about long term arrangements	JO	Arrangements to support in locality supporting plan	Future arrangements clarified	Action to secure permanent arrangement underway	Green
	Recruit locum capacity to cover all vacancies, including maternity and long term sickness absence	CH	CVs References interviews	Locum capacity partly in place	Locum capacity fully in place	Red
	Inductions for permanent recruits	CH	Inductions taken place	6 new starters inducted		Green
	Recruit over establishment as necessary to bring caseloads below 20	CH	CVs References interviews	Locum capacity partly in place	Locum capacity fully in place	Yellow
	Develop and implement a recruitment and retention strategy north (taking into account wider cross county implications)	KM		Recruitment and retention strategy draft one out for consultation		Green

## Right service, right time

OUTCOME	Action/Objective	Lead	Targets/Milestones			Update/RAG
			August 2017	September 2017	October 2018	
<b>Teams are holding and working with the</b>	Independent Reviewing unit to review MASH/Initial Response Team interface and	JK/KM	Terms of reference for review drafted	Review undertaken	Review concluded and	Green

<b>right children and families at the right time</b>	practice to reduce future demand		and agreed		recommendation considered	
	All Children in need cases reviewed and action plans and/or closure plans agreed	CH	Cases identified	Cases closed	Ongoing monitoring of cases	
	Additional resources in place to clear backlogs/blockages	CH	CVs References interviews	Locum capacity partly in place	Locum capacity fully in place	

OUTCOME	Action/Objective	Lead	Targets/Milestones			Update/RAG
			Sept 2017	December 2017	March 2018	
<b>Embed practice standards</b>	Managers and social workers review practice standards and Tri X processes and comply with these	CH	Practice standard document reviewed and links to Tri X on every desktop	Social workers using legislation/regs /procedures & standard to inform practice.	Embedded and understood by all	
	All open cases have a comprehensive assessment and care plan completed within the last 12 months and an up to date chronology/genogram.	CH	Identify cases through supervision that do not have up to date plan.	Data evidences compliance	Every case has regular update that meets practice standards	
	Plans clearly identify outcomes to be achieved with timescales written in a format which is easily understood by the children and their family/carers.	CH	Identify cases through supervision that do not have up to date plan.	Every child has a smart outcome focused plan	Every child's plan is progressed timely in outcome focused way.	
	All social workers receive a minimum of monthly supervisions providing clearly recorded management direction	CH	All managers & practitioners comply with supervision	Data of supervision evidences compliance	Consistency compliance of frequency a7 recording of consistent high	

					quality	
	Step down cases to universal services. Process is understood and used in a timely way for appropriate cases	CH	Process agreed at Senior Management Team and cascaded to teams	Process embedded in practice	Process part of inductions	
	Monthly audits completed by Team Managers and Area Manager	CH/KM	Data evidences compliance	All routinely completing by end of each month	Audit evidence practice improving	

OUTCOME	Action/Objective	Lead	Targets/Milestones			Update/RAG
			Sept 2017	December 2017	March 2018	
<b>The needs of children and young people are met by carers who safeguard and support them.</b>	Children and young people are visited within statutory timescales by staff who know them well. Their views are recorded and acted upon.	CH	Children in Care Performance Indicator evidences compliance of visiting	Children in Care Performance Indicator evidences compliance and Children in Care reviews evidence child's voice in plans	Children regularly report they feel safe, their needs are met & confident about the future.	
	Childrens foster care placements are well supported to minimise the risk of breakdown and children moving placement.	CH	No more than 4.2% of children have 3+moves.	Placements remain stable evidenced by Performance indicator	Meet Key Performance Indictor of no more than 10% children move 3 times.	
	Statutory duties are completed with the children and young people to ensure they are	CH	Performance Indicators of Personal Education	Targets set for achievement at	Performance tracked with	

	supported to achieve their full potential		Plans and Health assessments evidence compliance.	GCSE's/A levels for 2018. Attendance improved.	virtual school head	
	Achievements of children/young people are highlighted and celebrated with them.	GB	Social Workers /Personal Advisors' are aware of the achievements of the young people they work with	Nominations to virtual school for March celebration event.	Celebration event attendance 23 <sup>rd</sup> March 2018	
	Comprehensive pathway plans are completed with young people before their 16 <sup>th</sup> birthday to identify support needed to make a transition to independence at the appropriate time.	CH	Performance indicators highlight gaps.	Performance I indicators gaps have been addressed	Pathway plans progressing in a timely way that support transitions	

OUTCOME	Action/Objective	Lead	Targets/Milestones			Update/RAG
			Sept 2017	December 2017	March 2018	
<b>Care leavers have appropriate support in place prior to leaving care which is continued once they have left care</b>	All care leavers are housed in suitable accommodation in line with their assessed needs as identified in the pathway plan	CH	Review of all accommodation against need	No care leavers in unsuitable accommodation	Sustaining performance	
	Care leavers are supported and encouraged to continue their education or access employment. Staff are clear of the guidance in this respect and the actions needs to achieve this.	CH	Young people in Education Employment or Training is currently 25.9%	Pathway plans evidence actions to progress care leaver's education and employment.	Improved performance evidenced by Performance indicator	
	All efforts are made to continue contact with	CH	Review of the Ofsted list	All care leavers	Sustain	



	young people who have left the care of DCC to determine their level of support needs		against young people contacted	recorded as having been contacted	performance and young people are informing future service planning	
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