



You can view the agenda on the [website](#)
or use a smart phone camera and scan the code

To: The Chair and Members of the Children's
Scrutiny Committee

County Hall
Topsham Road
Exeter
Devon
EX2 4QD

Date: 28 August 2020

Contact: Wendy Simpson 01392 384383

Email: wendy.simpson@devon.gov.uk

CHILDREN'S SCRUTINY COMMITTEE

Tuesday, 8th September, 2020

A meeting of the Children's Scrutiny Committee is to be held on the above date at 10.30am to consider the matters below. This will be a virtual meeting, for the joining instructions please contact the Clerk for further details on attendance and/or public participation.

Phil Norrey
Chief Executive

A G E N D A

PART I - OPEN COMMITTEE

1 Meeting Procedures - Briefing and Etiquette

Democratic Services Officer to present.

2 Apologies

3 Minutes

Minutes of the meeting held on 9 June 2020 (previously circulated).

4 Items Requiring Urgent Attention

Items which in the opinion of the Chair should be considered at the meeting as matters of urgency.

5 Public Participation

Members of the public may make representations/presentations on any substantive matter listed in the published agenda for this meeting, as set out hereunder, relating to a specific matter or an examination of services or facilities provided or to be provided.

MATTERS FOR CONSIDERATION OR REVIEW

6 Scrutiny Work Programme

In accordance with previous practice, Scrutiny Committees are requested to review the list of forthcoming business and determine which items are to be included in the [Work Programme](#).

The Committee may also wish to review the content of the [Cabinet Forward Plan](#) and the Corporate Infrastructure and Regulatory Services [Risk Register](#) to see if there are any specific items therein it might wish to explore further.

7 SEND Transformation Plan (including CAMHS and Autism)

Presentation.

8 Return to Schools

Presentation.

9 Progress on the Improvement Plan, Improvement Partnership and Preparation for Monitoring Visit (Pages 1 - 60)

Verbal report plus supporting documents.

10 Re-set for Children's Services (Pages 61 - 88)

Report of the Head of Commissioning, Children's Services (CS/20/10), attached.

11 Social Work - Workforce Comparison Data (Pages 89 - 96)

Report of the Acting Head of Children's Social Care (CS/20/11), attached.

MATTERS FOR INFORMATION

12 Items Previously Circulated

Below is a list of information previously circulated to Members since the last meeting, relating to topical developments which have been or are currently being considered by this Scrutiny Committee.

- Homelessness during COVID-19
- Changing roles/Specification for the DfE Commissioner/Terms of Reference for the Improvement Partnership
- PA caseloads
- Children's Services Re-set Briefing: Learning from COVID-19 and the Lockdown

See also [Briefing notes](#).

PART II - ITEMS WHICH MAY BE TAKEN IN THE ABSENCE OF PRESS AND PUBLIC ON THE GROUNDS THAT EXEMPT INFORMATION MAY BE DISCLOSED

None

Members are reminded that Part II Reports contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). They need to be disposed of carefully and should be returned to the Democratic Services Officer at the conclusion of the meeting for disposal.

MEETINGS INFORMATION AND NOTES FOR VISITORS

Getting to County Hall and Notes for Visitors

For SatNav purposes, the postcode for County Hall is EX2 4QD

[Further information about how to get to County Hall](#) gives information on visitor parking at County Hall and bus routes.

Exeter has an excellent network of dedicated cycle routes. For further information see the [Travel Devon webpages](#).

The nearest mainline railway stations are Exeter Central (5 minutes from the High Street), St David's and St Thomas. All have regular bus services to the High Street.

Visitors to County Hall are asked to report to Main Reception on arrival. If visitors have any specific requirements, please contact reception on 01392 382504 beforehand.

Membership of a Committee

For full details of the Membership of a Committee, please [visit the Committee page](#) on the website and click on the name of the Committee you wish to see.

Committee Terms of Reference

For the terms of reference for any Committee, please [visit the Committee page](#) on the website and click on the name of the Committee. Under purpose of Committee, the terms of reference will be listed. Terms of reference for all Committees are also detailed within Section 3b of [the Council's Constitution](#).

Access to Information

Any person wishing to inspect any minutes, reports or background papers relating to an item on the agenda should contact the Clerk of the Meeting. To find this, [visit the Committee page](#) on the website and find the Committee. Under contact information (at the bottom of the page) the Clerk's name and contact details will be present. All [agenda, reports and minutes of any Committee are published on the Website](#)

Public Participation

The Council operates a Public Participation Scheme where members of the public can interact with various Committee meetings in a number of ways. For full details of whether or how you can participate in a meeting, please [look at the Public Participation Scheme](#) or contact the Clerk for the meeting.

In relation to Highways and Traffic Orders Committees, any member of the District Council or a Town or Parish Councillor for the area covered by the HATOC who is not a member of the Committee, may attend and speak to any item on the Agenda with the consent of the Committee, having given 24 hours' notice.

Webcasting, Recording or Reporting of Meetings and Proceedings

The proceedings of any meeting may be recorded and / or broadcasted live, apart from any confidential items which may need to be considered in the absence of the press and public. For more information [go to our webcasting pages](#)

Anyone wishing to film part or all of the proceedings may do so unless the press and public are excluded for that part of the meeting or there is good reason not to do so, as directed by the Chair. Filming must be done as unobtrusively as possible without additional lighting; focusing only on those actively participating in the meeting and having regard to the wishes of others present who may not wish to be filmed. Anyone wishing to film proceedings is asked to advise the Chair or the Democratic Services Officer in attendance.

Members of the public may also use social media to report on proceedings.

Declarations of Interest for Members of the Council

It is to be noted that Members of the Council must declare any interest they may have in any item to be considered at this meeting, prior to any discussion taking place on that item.

WiFi

An open, publicly available Wi-Fi network (i.e. DCC) is normally available for meetings held in the Committee Suite at County Hall.

Fire

In the event of the fire alarm sounding, leave the building immediately by the nearest available exit following the fire exit signs. If doors fail to unlock press the Green break glass next to the door. Do not stop to collect personal belongings; do not use the lifts; and do not re-enter the building until told to do so. Assemble either on the cobbled car parking area adjacent to the administrative buildings or in the car park behind Bellair.

First Aid

Contact Main Reception (Extension 2504) for a trained first aider.

Mobile Phones

Please switch off all mobile phones before entering the Committee Room or Council Chamber

Alternative Formats



If anyone needs a copy of an Agenda and/or a Report in another format (e.g. large print, audio tape, Braille or other languages), please contact the Customer Service Centre on 0345 155 1015 or email: committee@devon.gov.uk or write to the Democratic and Scrutiny Secretariat in G31, County Hall, Exeter, EX2 4QD.



Induction Loop available







Devon Improvement Plan - Highlight Report for Improvement Partnership 20 August 2020

Progress on the eight Ofsted priorities are highlighted in bold.




| Reporting period; July 2020 | | | |
|-----------------------------|---|---|---|
| 1. Care Leavers | General comments: | Overall status | Direction of Travel |
| | <p>Accommodation, support and risk management; We continue to keep in touch with a high number of our young people (97%), in line with the risk assessment developed for CV-19, and those who are identified as most at risk as a result of their current circumstances continue to be visited at least weekly and tracked weekly by managers, including senior managers and members. In this way we have a close oversight of young people's plans and managers take action to progress more suitable accommodation arrangements and support when needed.</p> <p>At the end of July there are 7 young people living in unsuitable accommodation. Managers and PAs have good plans in place for all of these young people and there is evidence of interventions with a multi-agency review being undertaken in all cases, including the newly appointed Homeless Prevention Worker. There are currently no young people living in semi-independent (unregulated) accommodation where this is assessed as inappropriate to their needs. Agreement has been reached with health colleagues to review the specification for the CAMHS Children in Care Pathway (0-25) to ensure a more trauma-focused response. Revised joint care leaver protocol is out for consultation with all district councils.</p> <p>Health passports; the Lead Children in Care Nurse is working well with the service to further improve how young people's health needs are met. New materials have been developed to promote health passports to young people and improved arrangements are being put in place this month to ensure take up is recorded.</p> <p>Care leavers employment and training is identified as a priority in the DCFP reset work.</p> <p>Oversight by senior leaders; Weekly tracking of young people in unacceptable arrangements continues leading to action to ensure plans progress where needed.</p> |  |  |
| | <p>Progress made this period:</p> <ul style="list-style-type: none"> There has been a focus in the service on strengthening the identity and expectations of corporate parenting, including an induction programme for PAs to ensure they are clear about their role. Personal development plans are being finalised for all staff in August and a fuller workforce | | |

| | | | |
|---------------------|--|--|--|
| | | <p>development plan established from this.</p> <ul style="list-style-type: none">• Work has started with Team Managers to develop their skills relating to risk and oversight of young people in challenging circumstances.• A revised Pathway plan format has been finalised, including consultation with young people, and is being set up in Eclipse to be ready for implementation from September alongside a new risk tool and training is planned. Alongside this, planning has started with partners in relation to the introduction of a Risk Management Forum from September to maintain oversight of the most at risk young people.• The appointment of additional PAs has created the opportunity to review caseloads and PA allocation to young people from 17.• Existing information about Health Passports has been revamped jointly with the CiC Nurse and new materials have been reviewed with young people to ensure it is accessible, engaging and makes sense. this has been put on the SUSU website: https://www.standupspeakup.org.uk/localoffer/info-for-care-leavers/health-passports/• We have worked with care experienced young people to produce a 2 minute video for social media to further promote the health passport through our Instagram and Twitter accounts and with partners and providers.• Planning has started for a Takeover event with care leavers has begun using the question of "What does a Devon that "builds back better" need to do for Care Leavers?" as theme.• Engagement with District Councils on housing has been strengthened and progress on revising the homelessness strategy will be reported to corporate parenting housing champion.• Support with improvement is in place through contact with the National Adviser and the Service Lead in Cornwall. | |
| | What hindered? | | |
| | What helped? | Partners recognise care leavers as a shared priority. | |
| | Ideas to do better: | | |
| | Impact: | Examples are being identified of young people who have been supported into more suitable arrangements. | |
| 2. Children in Care | <p>General comments:</p> <p>Permanence planning; Improved work at the pre-proceedings stage is leading to earlier and better permanence planning for children when they first come into care. A new framework for permanence, starting from early in a child's care experience, is being finalised with 'two-minute guides' on key practice areas and flow charts to support practitioners. Exceptions</p> | <p>Overall status</p> <p></p> | <p>Direction of Travel</p> <p></p> |

| | | | | |
|---|--|--|---|---|
| | Panels are being held through August to confirm all children's permanence plans, ensure they are recorded on Eclipse and to ensure associated work is in place such as matching with long term carers and life story work . | | | |
| | Progress made this period: | <ul style="list-style-type: none"> • Finalised revised permanence policy and two-minute guides. • Clear process agreed for permanence planning from pre-proceedings. • Improved tracking of permanence planning from second review by IROs. • Exceptions Panels process agreed during August to ensure permanence plans are in place for all children and young people. • Good practice toolkits available on Life Story Work. • Continue to see a good use of escalation by Independent Reviewing Officers to support improved focus on and recording of permanence planning. | | |
| | What hindered? | | | |
| | What helped? | Case Progression Managers focus at pre-proceedings stage. Two-minute guides and flowcharts to clarify expected practice. | | |
| | Ideas to do better: | | | |
| | Impact: | Continue to have no children placed inappropriately in unregulated settings | | |
| 3. Children at risk of chronic neglect | <p>General comments: 'Hidden Harm' is included as a priority by the DCFP following the covid-19 reset work.</p> <p>The quality of social work practice, to assess, support and protect children who experience neglect; The Principal Social Worker and Improvement Lead are attending all team meetings to discuss best practice including professional challenge and 'disguised compliance'. Development work has started with Team Managers to improve the quality of the supervision they give through the restorative practice work. Progress is being evaluated through the new Locality/Service Performance Clinics.</p> <p>The effective use of pre-proceedings: we are confident that all pre-proceedings work is now timely. Improved data has enabled Area Managers to better track cases and Case Progression Managers are having a really positive impact on supporting social workers and Team Managers with the quality of their evidence and decision making about issuing proceedings. This has led to a number of more timely applications resulting in separation and improved early permanence planning. We are now also focusing on care proceedings over 26 to better understand address issues causing delay in securing permanence.</p> | | Overall status | Direction of Travel |
| | | |  |  |

| | | | | |
|--|--|---|--|---|
| | <p>The effectiveness of child protection conference chairs: A development programme has continued for CP Chairs this month including workshop on expectations relating to complex neglect, SMART planning, permanence planning and pre-proceedings practice. CP Chairs have focused on repeat plans, child protection plans in place more than 9 months and ensuring chronologies are complete. A stronger focus is being given to the mid-point check after the second review to ensure there is no drift.</p> <p>CP Medicals; Locality workshops lead by the Designated Dr and head of Service started this month to ensure all staff are clear about the criteria for undertaking CP medicals. This is also subject to scrutiny within localities as part of Performance Surgeries.</p> <p>Oversight by leaders: The Chief Officer continues to review weekly updates on all pre-proceeding's cases over 12 weeks. The Chief Officer is leading focused work to identify the issues causing delay in care proceedings.</p> | | | |
| | <p>Progress made this period:</p> | <ul style="list-style-type: none"> • There has been a really good take up by social workers of the 'graded care profile' training offer and support to embed learning will be undertaken through an action learning set by the PSW. • Learning these from reviews of pre-proceedings cases were identified by CPMs and shared with all managers at the Service Development Meeting in July. • A follow up audit is planned on children subject to a CP Plan for the second time and a process is in pace to ensure Area Managers review children where a second CP Plan is being considered to ensure history is fully considered. | | |
| | <p>What hindered?</p> | The Senior IRO and Senior CP Chair are both leaving Devon which creates a risk to the development work being undertaken to improve the impact of this group on outcomes. | | |
| | <p>What helped?</p> | The focused support of the Improvement Lead and the Case Progression Managers is identified as | | |
| | <p>Ideas to do better:</p> | | | |
| | <p>Impact:</p> | Case Progression Managers are identifying children where there are now improved outcomes as a result of their oversight and challenge at the pre-proceedings stage. IROs are identifying the impact on children of escalations, e.g. impact from permanence planning and care planning. | | |
| <p>4. Leadership and management</p> | <p>General comments; The DCFP reset work has identified covid-19 recovery priorities which includes areas of priority improvement, e.g. care leavers and 'hidden harm'.</p> <p>Senior leaders have continued to have weekly oversight of priority groups of young people,</p> | | <p>Overall status</p>  | <p>Direction of Travel</p>  |

| | | | | |
|--|---|---|--|--|
| | <p>there are 7 young people in unacceptable accommodation at the end July, and none inappropriately placed in unregulated arrangement at the end of this period.</p> <p>The monthly practice evaluation cycle restarted in July; 45 cases were audited of which 33% were identified as 'good, 70% required improvement and 7% were inadequate. Initial learning was shared with managers at the Service Development Meeting this month.</p> <p>All Localities/Service Areas have now developed a service plan linked to the Improvement Plan and held a first Performance Surgery to focus on performance in their area with their Team Managers and Area Managers. The first CSC Improvement Challenge Board was held to provide support and challenge to planned improvements across all service areas.</p> <p>To inform the development of stronger Corporate Parenting arrangements the Lead Member has made contact with the Lead Member in Cornwall and a review has been completed of young people's engagement. Proposals for further development will be considered in September in light of this.</p> | | | |
| | Progress made this period: | <ul style="list-style-type: none"> Restart of the monthly audit cycle and immediate sharing of learning. Service Plans, Performance Clinics and Improvement Challenge Board in place to provide focus to performance management across the service linked to the Improvement Plan. Senior Manager identified to lead on workforce development, including recruitment and retention, to provide the capacity needed to revise the focused work needed in this area. | | |
| | What hindered? | | | |
| | What helped? | | | |
| | Ideas to do better: | | | |
| | Impact: | No children are now placed inappropriately in unregulated settings. In the last period one 16-year-old boy moved back into a regulated setting following extensive searching for an appropriate placement and a planned and well supported move. He is making good progress. | | |

| Key | |
|---|-------------|
|  | On target |
|  | At risk |
|  | Compromised |



Agenda Item 9

| | |
|-----------|--|
| Completed | |
|-----------|--|

| Action Reference [Strand / Phase / Action#] | Action | Action Leads | Jun 2020 | Jul 2020 | Aug 2020 | Sep 2020 | Oct 2020 | Nov 2020 | RAG for Jul 2020 Improvement Board | RAG for Aug 2020 Improvement Board | Update for Aug 2020 Improvement Board |
|--|---|--------------|----------|----------|----------|----------|----------|----------|------------------------------------|------------------------------------|--|
| 1.2.01 | Continued tracking of priority groups; TM/AM review and report weekly to HoS/DCS/LM & lead CP for housing/accommodation on all young people in unsuitable accommodation, setting out the weeks actions for those who are in unacceptable accommodation (for example NFA, sofa surfing, bed and breakfast) to secure suitable accommodation. | VS | | | | | | | On Target | On Target | Weekly tracking continues and there are now 7 young adults living in unsuitable accommodation. Managers and PAs have good plans in place and there is evidence of intervention with a multi agency review being undertaken, including the newly appointed Homeless Prevention Worker who is involved in reviewing all cases. |
| 1.2.02 | Take action at the appropriate level of management to progress actions needed. | VS | | | | | | | On Target | On Target | Senior managers have intervened to escalate issue as needed. |
| 1.2.03 | Continued tracking of priority groups; TM/AM review and report weekly to HoS/DCS/LM on all young people receiving high levels of additional care in unregulated provision, setting out the week's actions to secure an appropriate placement. | VS | | | | | | | On Target | On Target | There are currently no young people living in semi independent accommodation where this is assessed as inappropriate to meet their needs |
| 1.2.04 | Take action at the appropriate level of management to progress actions needed. | VS | | | | | | | On Target | On Target | Weekly tracking by the lead Area Manager and reporting to senior managers continues. Young people are also reviewed at placement review panel, if any changes, or an accommodation move is planned |
| 1.2.05 | Develop a risk assessment tool (including contingency planning) to support PA/SW to identify and reduce risk. | RN | | | | | | | On Target | On Target | Consultation Completed - Ready for SMT sign off 5/8/20 - Meeting has been arranged for 7/8/20 with Assessment, Analysis and Management of Risk Trainer (linked to DCFP) to agree how training needs can be met. Eclipse Team (JB) has had initial discussion with OLM about worklist/pathway |
| 1.2.06 | Implement revised risk assessment tool for any young person exposed to contextual safeguarding risks. | AMs | | | | | | | | On Target | To follow action 1.2.05 |
| 1.2.07 | Introduce a Risk Management Forum for care leavers to maintain an effective oversight of young people identified as at risk of harm. | VS | | | | | | | | On Target | To commence late September once new PP and risk assessment tool in place |
| 1.2.08 | Revise Pathway Plan, including consultation with care leavers. | VS | | | | | | | On Target | Completed | Revised Pathway Plan draft agreed following consultation with staff and care leavers |

| Action Reference [Strand / Phase / Action#] | Action | Action Leads | Jun 2020 | Jul 2020 | Aug 2020 | Sep 2020 | Oct 2020 | Nov 2020 | RAG for Jul 2020 Improvement Board | RAG for Aug 2020 Improvement Board | Update for Aug 2020 Improvement Board |
|--|---|----------------|----------|----------|----------|----------|----------|----------|------------------------------------|------------------------------------|---|
| 1.2.09 | Implement the revised Pathway Plan in Eclipse, including reporting functionality. | FF | | | | | | | | On Target | Next 3 parts. 1. New form onto Eclipse, Scoping meeting scheduled with OLM for 24th of August. 2. guidance prepared 3. workshops to be delivered by staff and 2 young people in September |
| 1.2.10 | Hold workshops with staff in Localities, Corporate Parenting and the DCS to implement the revised Pathway Plan in practice. | AMs / VS | | | | | | | | On Target | Roll out to commence in September |
| 1.2.11 | PA/SW/TM review the Pathway Plan, and risk assessments for all young people 16+ and record the actions to be taken to ensure all risks have been fully assessed and the plan for the young person is proportionate to their need/vulnerability. | AMs | | | | | | | | On Target | as above |
| 1.2.12 | Complete monthly quality assurance of the quality and impact of revised Pathway Plans. | SA / MB (IROs) | | | | | | | | On Target | The new Pathway Plan being signed off at SMT on 05/08 |
| 1.2.13 | Undertake moderation and reflection with PA/SW as part of the QA process of Pathway Plans. | SA / MB (IROs) | | | | | | | | On Target | The new Pathway Plan being signed off at SMT on 05/08 |
| 1.2.14 | Feedback to managers on the learning from quality assurance of Pathway Plans. | SA / MB | | | | | | | | On Target | The new Pathway Plan being signed off at SMT on 05/08 |
| 1.2.15 | Refresh the Transitions to Adults Services Protocol for young people 16+ to support healthy development for adulthood including the roles of the Preparing for Adulthood Team, the Adult ASD and AMH teams. | VS / FF | | | | | | | On Target | At Risk | Senior Manager Corporate Parenting has met lead and agreed collaboration on revised Preparation for Adulthood work for children in care and membership on the Devon Homeless Prevention Partnership (DHPPG) Strategic Group |
| 1.2.16 | Work with the CCG Commissioner (MH) to review arrangements for providing emotional health and wellbeing support to care leavers. | VS / LA | | | | | | | On Target | On Target | Work continues and mapping of all CAMHS development work being undertaken to confirm current CAMHS specification and gaps in provision for children in care and care leavers |
| 1.2.17 | Strengthen arrangements for providing emotional health and wellbeing support to care leavers in light of outcome of above review. | VS / FF / LA | | | | | | | | | Dependent on above. |

| Action Reference [Strand / Phase / Action#] | Action | Action Leads | Jun 2020 | Jul 2020 | Aug 2020 | Sep 2020 | Oct 2020 | Nov 2020 | RAG for Jul 2020 Improvement Board | RAG for Aug 2020 Improvement Board | Update for Aug 2020 Improvement Board |
|--|---|---------------|----------|----------|----------|----------|----------|----------|------------------------------------|------------------------------------|---|
| 1.2.18 | Deliver workforce development to ensure children's emotional health and wellbeing needs are fully met in Care Planning and Pathway Planning, in light of above review. | RN | | | | | | | | On Target | Reflected on Academy Service Plan & emotional & wellbeing needs will be reflected in new pathway plan roll out and direct work/life story work training in addition to specific workshops being developed on being Trauma Informed by Placement support team. |
| 1.2.19 | Implement the NEET strategy 2020-2023 and monitor thorough the NEET Partnership Group, reporting to Corporate Parenting Management Group. | VS | | | | | | | On Target | On Target | NEET panel TOR membership revised and now includes attendance by PA and TM with lead AM now panel member. Meets monthly |
| 1.2.20 | Ensure care leavers are at the heart of the Devon Covid 19 economic recovery plan. | Mbo | | | | | | | On Target | On Target | Being progressed as a priority within DCFP reset. |
| 1.2.21 | Additional PAs operational following recruitment. | VS | | | | | | | On Target | On Target | 8 PAs appointed and arriving in role in stages, during July and August with last PA arriving 1st Sept |
| 1.2.22 | Deliver PA Induction programme. | TMs / AMs | | | | | | | On Target | On Target | This is planned including housing and risk issues. |
| 1.2.23 | Review the current approach to casework management and allocation to ensure a consistent approach across the Corporate Parenting Service. | AMs / VS | | | | | | | On Target | On Target | This is underway and allocation being managed alongside the induction of new PAs and ambition to allocate all young people a PA at 16. Priority to ensure all 17 year olds have PA |
| 1.2.24 | Hold Service Development Meeting to develop identity of CP service, confirm values and ensure practice standards are agreed and understood. | VS / AMs | | | | | | | Completed | Completed | Meeting completed and plan to hold bi annual meeting confirmed core principles as corporate parents |
| 1.2.25 | Hold Team Meetings in each Locality and DCS to explore service vision and values; including the balance between encouraging independence and failing to discharge our corporate parenting responsibility, quality risk assessment, safety, pathway and contingency planning and duties for young people in unregulated provision. | AMs / VS / ET | | | | | | | On Target | On Target | This is on going work with clear meeting and frequency in place for extended managers meeting, team meetings and monthly service meetings for each discipline to focus on practice development |
| 1.2.26 | Review Performance Development Plans for all PAs/SM/TMs in Corporate Parenting, including ensuring confidence in meeting children and young people's emotional health and wellbeing is included in workforce development planning for SWs and Pas. | VS | | | | | | | On Target | On Target | Plans to be developed for all staff aligned to service plan objectives once in finalised in August |

| Action Reference [Strand / Phase / Action#] | Action | Action Leads | Jun 2020 | Jul 2020 | Aug 2020 | Sep 2020 | Oct 2020 | Nov 2020 | RAG for Jul 2020 Improvement Board | RAG for Aug 2020 Improvement Board | Update for Aug 2020 Improvement Board |
|--|--|------------------|----------|----------|----------|----------|----------|----------|------------------------------------|------------------------------------|---|
| 1.2.27 | Include developing confidence in meeting children and young people's emotional health and wellbeing in workforce development planning for SWs and PAs for 2021. | RN | | | | | | | | On Target | Reflected in Academy Service Plan & emotional & wellbeing needs will be reflected in new Pathway Plan roll out and direct work/life story work training and Trauma informed workshops being developed with Placement Support Team (AB) |
| 1.2.28 | Plan a takeover event for the Council, led by care leavers, John Hart and Phil Norrey, to put the needs of care leavers at the heart of the Council's vision and ambition for covid-19 recovery. | RE | | | | | | | On Target | On Target | Planning for Takeover event with care leavers has begun using the question of "What does a Devon that "builds back better" need to do for Care Leavers?" as theme. Current topics of concern or needs during Covid-19 as expressed by care leavers has been shared with Corporate Parenting Members Group, LG80 and Devon Children & Families Partnership to ensure that the needs of care leavers are understood and considered before event takes place later in the year. |
| 1.2.29 | Plan and deliver work to ensure effective engagement of key strategic partners (including the Police and business partners) in improvements for care leavers. | VS | | | | | | | | On Target | When panel approach and TOR prepared, invite key partners from children in care and care leavers Incident Management Team (IMT) group to sit on Panel from Sept onwards |
| 1.2.30 | Deliver Locality-based workshops covering key themes identified in ILACS including importance of health/health passports (including dentists). | CLA Nurse | | | | | | | On Target | On Target | This is being delivered. |
| 1.2.31 | Message (text/email/letter) all care leavers giving information about how to access their health passport including in accessible formats. | PAs / CiC Nurses | | | | | | | On Target | On Target | New materials developed with young people. |

| Action Reference [Strand / Phase / Action#] | Action | Action Leads | Jun 2020 | Jul 2020 | Aug 2020 | Sep 2020 | Oct 2020 | Nov 2020 | RAG for Jul 2020 Improvement Board | RAG for Aug 2020 Improvement Board | Update for Aug 2020 Improvement Board |
|--|--|-----------------|----------|----------|----------|----------|----------|----------|------------------------------------|------------------------------------|---|
| 1.2.32 | Promote Health Passport to young people. | RE / CiC Nurse | | | | | | | On Target | Completed | Information for young people about Health Passports has been rewritten and approved by young people. This information has been shared through word of mouth promotion and online content (SUSU). Care leavers have been supported to produce a short two-minute video aimed at other care experienced young people to explain and promote Health Passports - This has been shared via social media and has received good engagement. Action 1.2.33 will demonstrate effectiveness of promotion work. |
| 1.2.33 | LAC Nurses send monthly report to AMs about care leavers who do not have health passport, circulated to all TM/PA. | CLA Nurse / AMs | | | | | | | On Target | On Target | Being implemented monthly. |
| 1.2.34 | PAs contact all young people who don't have health passport to encourage and support them to get it. | PAs | | | | | | | On Target | On Target | Leaflet prepared by CiC Nurse being sent to all young people |
| 1.2.35 | Record in all Pathway Plan reviews whether young person has their health passport, or they have been supported to access health passport. | PA / TM | | | | | | | On Target | On Target | To be implemented in August |
| 1.2.36 | Develop Eclipse to record health passport and build MI report on health passport. | FF | | | | | | | On Target | On Target | This will be included in Eclipse from end August. Health are also making changed to their recording system to be able to report on both the number of Health Passports offered every month and how many are accepted. Final meeting 06/08 and a test report to check before adjusting our reporting processes. |
| 1.2.37 | Develop Market Development Plan to include short term actions to address gaps in provision to meet current need of Care Leavers. | VS / KM | | | | | | | On Target | On Target | Draft being reviewed in line with feedback regarding need and homelessness prevention. |
| 1.2.38 | Complete needs analysis to inform support and accommodation options and informing joint commissioning intentions (including drug and alcohol, mental health, domestic abuse services and homelessness prevention). | VS / KM | | | | | | | On Target | On Target | Questionnaires being collated and follow up forums with corporate parenting teams booked for 12th & 17th August. |

| Action Reference [Strand / Phase / Action#] | Action | Action Leads | Jun 2020 | Jul 2020 | Aug 2020 | Sep 2020 | Oct 2020 | Nov 2020 | RAG for Jul 2020 Improvement Board | RAG for Aug 2020 Improvement Board | Update for Aug 2020 Improvement Board |
|--|---|--------------|----------|----------|----------|----------|----------|----------|------------------------------------|------------------------------------|---|
| 1.2.39 | Refresh Sufficiency Strategy, alongside revised Corporate Parenting Strategy, to include a focused overview of sufficiency for care leavers and including joint commissioning intentions. | KM / VS | | | | | | | On Target | On Target | Dependent on 1.2.38 - current review of the sufficiency strategy against the previous draft of corporate parenting strategy to be updated once this has been refreshed. |
| 1.2.40 | Report revised Sufficiency Strategy/Market Development Plan overview to Corporate Parenting Member Group (CPMG). | KM / VS | | | | | | | | On Target | Dependent on 1.2.38 & 1.2.39 |
| 1.2.41 | Review Staying Put policy and practice guidance to ensure early thinking on staying put as part of improved permanence planning. | VS | | | | | | | At Risk | Compromised | There are good numbers of children Staying Put with both DCC carers and IFA (Independent Fostering Agency) carers with senior management oversight provided through weely placement review panel to agree any proposed arrnagements. Review of policy not determined to be a priority at this point. |
| 1.2.42 | Work with District Councils to develop a Housing Strategy for care leavers, ensuring appropriate options county wide and including opportunities for disabled care leavers and ASD. | VS | | | | | | | On Target | On Target | Meeting now scheduled every 8 weeks with increased membership to include adults, more social care representation and reporting to corporate parenting housing champion to be confirmed. One meeting taken place to create the Project Plan and priorities to be circulated to members in advance of next meeting. Joint care leaver protocol out for consultation with all housing districts with South leading task and finish group, aim for final draft at October board |
| 1.2.43 | Review arrangements with District Councils for allocation of housing to care leavers. | VS | | | | | | | On Target | On Target | as above 1.2.42 |
| 1.2.44 | Evaluate impact of repurposing of floating support services, including consultation with young people and review of arrangements for specific young people with high level needs including ASD. | KM / VS / RE | | | | | | | On Target | On Target | Survey of young adults via PA is underway |
| 1.2.45 | Further develop floating support offer in light of findings of above if needed. | VS / KM | | | | | | | | On Target | Dependent on 1.2.44 |

| Action Reference [Strand / Phase / Action#] | Action | Action Leads | Jun 2020 | Jul 2020 | Aug 2020 | Sep 2020 | Oct 2020 | Nov 2020 | RAG for Jul 2020 Improvement Board | RAG for Aug 2020 Improvement Board | Update for Aug 2020 Improvement Board |
|--|---|-----------------|----------|----------|----------|----------|----------|----------|------------------------------------|------------------------------------|--|
| 1.2.46 | Implement Care Leavers Rough Sleeping Grant (CLRSG) by recruiting 2 additional post with district councils to target care leavers, funded by MHCLG. | VS | | | | | | | On Target | On Target | One staff member in post, second to arrive early August. First formal return submitted. Established working relationship with DFE lead. HPW staff and manager to attend DPPP |
| 1.2.47 | Track impact of CLRSG, including the views of care leavers. | VS / RE | | | | | | | | On Target | as above with commissioning lead and DFE |
| 1.2.48 | Review our Local Offer to care leavers and publish widely. | VS / RE | | | | | | | On Target | On Target | Revised Local Offer content has been reviewed and agreed by Senior Manager Corporate Parenting. Young people are reviewing the language and deciding the physical layout of printed version, which will then be produced and provided to all young people who are care leavers and children in care upon being allocated a P.A. |
| 1.2.49 | Review of policy setting out financial support to Care Leavers. | VS | | | | | | | On Target | Completed | This has been reviewed and at this time there has been no apparent need identified to change financial entitlements. This will be kept open to review depending on any future identified need and will be reviewed at least annually with young people. |
| 1.2.50 | Update SUSU website for children in care and care leavers, including housing support and health passport and Local Offer. | RE | | | | | | | On Target | On Target | Health passport information uploaded. Local Offer, housing support and wider work ongoing, including review of content by young people before published to ensure accessible and relevant. |
| 1.2.51 | PAs and Providers promote care leaver access and entitlement. | PAs & Providers | | | | | | | | On Target | Planning to coincide with launch of revised Local Offer |

| Action Reference [Strand / Phase / Action#] | Action | Action Leads | Jun 2020 | Jul 2020 | Aug 2020 | Sep 2020 | Oct 2020 | Nov 2020 | RAG for Jul 2020 Improvement Board | RAG for Aug 2020 Improvement Board | Update for Aug 2020 Improvement Board |
|--|--|---------------------|----------|----------|----------|----------|----------|----------|------------------------------------|------------------------------------|--|
| 1.2.52 | Undertake Bright Spots Survey to establish views of young people. | RE | | | | | | | | On Target | Initial project team met in July, with an action plan being produced to ensure successful survey programme when goes live after summer holidays. Planning is informed by previous surveys and our approach is being designed to respond to feedback from young people and foster carers that we have previously heard. |
| 2.2.01 | MIT identify all children in care Placed at home and subject to Placement with Parents regulations. | AC | | | | | | | Completed | Completed | |
| 2.2.02 | Review all Placed with Parents cases and agree scope of risk assessment needed and/or other required actions. | VL | | | | | | | Completed | Completed | |
| 2.2.03 | SWs to complete risk assessment and/or required actions where identified as needed. | SWs | | | | | | | On Target | On Target | Follow up review planned in Sept |
| 2.2.04 | Audit of a sample of children looked after Placed with Parents to determine whether practice standards and regulations are being met. | LB / MB / SA / IROs | | | | | | | | | Not yet due. |
| 2.2.05 | Locality Panels include children looked after Placed with Parents in trackers to provide check and challenge that plans for permanence are in place and progressing. | LDs | | | | | | | At Risk | On Target | Those children who are PWPs within care proceedings are on the trackers and reviewed each month. Arrangements are in place for this to be evidenced in a separate column on each locality trackers by 7/8/20 Those children who are PWPs and NOT in care proceedings are in P&T. Their Service Plan refers to the plan for AMs to create their own trackers of children who are PWPs and to report on these monthly to the Performance Clinics. |

| Action Reference [Strand / Phase / Action#] | Action | Action Leads | Jun 2020 | Jul 2020 | Aug 2020 | Sep 2020 | Oct 2020 | Nov 2020 | RAG for Jul 2020 Improvement Board | RAG for Aug 2020 Improvement Board | Update for Aug 2020 Improvement Board |
|--|--|--------------|----------|----------|----------|----------|----------|----------|------------------------------------|------------------------------------|--|
| 2.2.06 | Finalise update to Permanence Policy to set out a whole system approach to planning for permanence from early in a child's care journey (including pre-care in appropriate cases). | RN / SA | | | | | | | On Target | On Target | Draft in progress - Matching pathway to be confirmed, SGO assessment process to be confirmed and send to Children's Social Care Senior management team (SMT) for sign off by 26/8/20. Permanence Meetings sign off at SMT scheduled for 5/8/20. Achieving Permanence via PLO guidance and associated documents is complete, available on ReSources and been shared via CPM team work |
| 2.2.07 | Finalise updates to associated permanence procedures, practice guidance (including links to FGC process, pre-birth protocol, SGO and matching processes) and operational processes to ensure that the emotional significance of permanence is fully embedded in practice expectations. | RN / SA | | | | | | | On Target | On Target | One minute guides are being produced for SW as practice guidance. Matching pathway to be confirmed. SGO assessment process to be confirmed and send to SMT for sign off by 26/8/20. Permanence Meetings sign off at SMT scheduled for 5/8/20. Achieving Permanence via PLO guidance and associated documents is complete, available on ReSources and been shared via CPM team work |
| 2.2.08 | Workforce development to be undertaken to ensure permanence planning is undertaken in all cases at the agreed point in accordance with the updated Policy, Procedures and Practice Guidance. | JES / SA | | | | | | | On Target | On Target | Guidance and policy updated for SMT agreement on 5/8/20. The plan is for all children subject to pre-proceedings to have a Permanence Plan Meeting (including those not looked after). All of the Localities service plans refer to permanence and actions for SWs and TMs to consider this much earlier in the child's journey. Academy is reviewing Permanence workshops (Research in Practice) to support learning and development needs of the service |

| Action Reference [Strand / Phase / Action#] | Action | Action Leads | Jun 2020 | Jul 2020 | Aug 2020 | Sep 2020 | Oct 2020 | Nov 2020 | RAG for Jul 2020 Improvement Board | RAG for Aug 2020 Improvement Board | Update for Aug 2020 Improvement Board |
|--|--|--------------|----------|----------|----------|----------|----------|----------|------------------------------------|------------------------------------|--|
| 2.2.09 | Plan for permanence agreed by second Child in Care review for all children in care, including parallel planning. | MB / LB | | | | | | | On Target | On Target | IROs continue to identify cases known to them and highlight missing plans with social work teams (34% from QARSS manual records). Work on target and progressing with the IRO involvement with the Permanence Plan Panels being set up for August. |
| 2.2.10 | Record all existing permanence plans for children in P&T Teams on Eclipse using agreed workaround to Eclipse worklist. | SR / CA | | | | | | | On Target | At Risk | All children in care in the Locality Teams either have a Permanency Plan or arrangements are in place for a meeting to take place. There are a significant number of children in P&T who do not have recorded PPs on Eclipse. It has not been possible to transfer these over from Care First. Arrangements are being made for panels (Chaired by LDs and AMs) to take place during August 2020, where all those children without a PP on file will be considered and a Permanency Plan will be developed. |
| 2.2.11 | Confirm Permanence Plan for all remaining children in care open in P&T Teams at next CiC review and ensure this is then recorded on Eclipse correctly. | SR / CS | | | | | | | On Target | On Target | See above 2.2.10 |
| 2.2.12 | Ensure that all children in care with a long-term fostering plan are matched for permanence with their carers using the agreed process. | MB / LB | | | | | | | On Target | On Target | Exceptions Panels are planned throughout August to review all permanence plans and ensure all children that should have a long term match with their foster carers do have. |

| Action Reference [Strand / Phase / Action#] | Action | Action Leads | Jun 2020 | Jul 2020 | Aug 2020 | Sep 2020 | Oct 2020 | Nov 2020 | RAG for Jul 2020 Improvement Board | RAG for Aug 2020 Improvement Board | Update for Aug 2020 Improvement Board |
|--|--|--------------|----------|----------|----------|----------|----------|----------|------------------------------------|------------------------------------|--|
| 2.2.13 | Develop and implement an effective permanence tracking process to maintain oversight from the start of a child's care journey until children are secured in their permanent homes, including monitoring parallel planning. | SA | | | | | | | On Target | On Target | <p>One minute guides being drafted. All children that are to be presented to Permanence Panel (Locality Panel) to be discussed at a Pre-Panel Permanence Discussion Meeting (Triple P) and this to be recorded as the Permanency Planning Meeting Notes.</p> <p>The pre-proceedings tracker has now been populated across the service. The issued cases tracker has also been completed and will be ready to use in Legal Tracking Meetings. The next steps are to review the post issued trackers so that the three trackers run smoothly following the journey of the child.</p> |
| 2.2.14 | Review practice guidance to ensure clear practice expectations regarding the quality of life story work to ensure it helps young people to make sense of their lives. | RN | | | | | | | On Target | Completed | <p>Draft - Staff survey completed. Life Story Work Tool Kit available which currently includes - Direct work tools, session planners, book lists, examples of social stories/articles/ guidance (from other LA). Service group to provide feedback by 6/8/2020. 1 Min Guides to be developed for Life Story Work from the larger guidance we have. Guidance for later life letter and books are reviewed and available on Tri X . ReSources page has been created to host life story work toolkit once completed. Life story group meet on 6/8/20 for final adjustments to tool kit.</p> |

| Action Reference [Strand / Phase / Action#] | Action | Action Leads | Jun 2020 | Jul 2020 | Aug 2020 | Sep 2020 | Oct 2020 | Nov 2020 | RAG for Jul 2020 Improvement Board | RAG for Aug 2020 Improvement Board | Update for Aug 2020 Improvement Board |
|--|--|----------------|----------|----------|----------|----------|----------|----------|------------------------------------|------------------------------------|---|
| 2.2.15 | Publish best practice guidance and materials to support practitioners with Placement With Parents, Permanence Planning and life story work. | RN | | | | | | | On Target | On Target | Life Story Work guidance is part complete, we have extensive examples of work, templates and 1 min guides now need to be finalised. Permanence Planning strategy is in draft with SGO/Matching/Adoption process to be added. Placement with parents has not yet started - meeting arranged on the 14th August to discuss |
| 2.2.16 | Commission or deliver development workshops for all P&T, C&F and DCS teams, including team managers, on direct work skills with children, including the completion of life story work. | RN | | | | | | | On Target | On Target | Adopt South West (ASW) provide regular Life Story Work training, ASW and Academy are reviewing life story workshop content to ensure it captures life story work for older children. Academy is working with P&T (VS) to organise additional workshops for Aug/Sep 2020. Academy also offer Communicating with Children training as an addition (external trainer - Polly Baines) but this can not be provided virtually and is scheduled for Jan 2021. |
| 2.2.17 | Review all cases identified by Ofsted as of concern to ensure life story work is in place. | SA | | | | | | | On Target | On Target | All Ofsted cases have been reviewed are safe and plans are appropriate and progressing. Additional focussed review is progressing and will be completed by end of August to ensure life story work is in place in all relevant cases. |
| 2.2.18 | Confirm, for all children in care, that quality life story work is in place or not, if not report to TM/AM for action. | MB / LB (IROs) | | | | | | | On Target | Compromised | Timescales for this work were readjusted given other priorities in July and will be completed during August through the Exceptions Panels |

| Action Reference [Strand / Phase / Action#] | Action | Action Leads | Jun 2020 | Jul 2020 | Aug 2020 | Sep 2020 | Oct 2020 | Nov 2020 | RAG for Jul 2020 Improvement Board | RAG for Aug 2020 Improvement Board | Update for Aug 2020 Improvement Board |
|--|---|----------------|----------|----------|----------|----------|----------|----------|------------------------------------|------------------------------------|---|
| 2.2.19 | For all identified children in care where life story work is not in place as it should be, SW to begin or strengthen life story work, overseen by TM. | SW / TM | | | | | | | | On Target | Plans are in place to consider whether Lifestory work has been undertaken with children in care at the panels reviewing their Permanency Plans. Two localities have actioned for all children who are either adopted, placed with SGO carers or who transfer to P&T where the plan is for long term fostering, etc, will have a lifestory book. |
| 2.2.20 | Purchase and promote online materials and learning and development approaches as identified. | RN | | | | | | | On Target | Completed | Review of L&D approach is complete - Adopt South west (ASW) promote monthly workshops on line on 'DEL' (online learning portal). P&T will have training in September by ASW – online materials are part of Toolkit but this needs to be finalised (by end of August). Academy purchasing external trainer Polly Baynes to deliver Action learning sets for TMs to explore quality of work and impact. Academy are exploring how to schedule Life Story Work consultations on to Del who are run by ASW and publish in more places. Train the trainer session is being organised for August to train all Assistant Team Managers (ATM) across the council. Life story App enquiry has been made with company My Story App – , this app views more like an electronic storyboard/photo album - will not proceed as not suitable but will continue to identify opportunities to use other materials throughout the year. Meeting booked with Academy lead to discuss direct work materials to be purchased 10/8/2020 |
| 2.2.21 | Audit of a sample of children in care to determine whether practice standards on life story work are being met. | LB / MB (IROs) | | | | | | | | | Not yet due to start |

| Action Reference [Strand / Phase / Action#] | Action | Action Leads | Jun 2020 | Jul 2020 | Aug 2020 | Sep 2020 | Oct 2020 | Nov 2020 | RAG for Jul 2020 Improvement Board | RAG for Aug 2020 Improvement Board | Update for Aug 2020 Improvement Board |
|--|---|----------------|----------|----------|----------|----------|----------|----------|------------------------------------|------------------------------------|---|
| 2.2.22 | Encourage develop and promote life story work in quality assurance and at each CLA review, including that life story work includes the experience of CV-19. | LB / MB (IROs) | | | | | | | On Target | On Target | This is included in all CIC Reviews and reported through the practice evaluation report on a monthly basis to the Senior Management Team |
| 2.2.23 | Complete development work with SWs/TMs and IROs to ensure Care Plans for children in care are high quality, reflect children's lived experience and set out how their needs and risks will be met. | VS / AMs / MB | | | | | | | On Target | On Target | On going work supported by renewed expectations, range of panel meetings, development of team managers and schedule of monthly service meetings as practice development forums. Working with Eclipse on care plan updates reporting. |
| 2.2.24 | Ensure the workforce development offer meets the development needs of the wider workforce (foster carers and providers). | RN / NS | | | | | | | On Target | On Target | Fostering training needs analysis is being explored by new Practice Development Advisor link (LF). Life story work group is consulting on guidance for carers. Family Time guidance completed in consultation with carers. Academy Service plan to reflect service training needs analysis is required. Fostering have confirmed life story training is in place for carers. |
| 2.2.25 | Audit of PA/SW direct work skills to inform Learning and Development Plan. | RN | | | | | | | On Target | On Target | Audit tool has been drafted. Audit arranged for 4/08/20. List of children and young people has been provided |
| 2.2.26 | Ensure the use of reflective supervision and develop and introduce a model of group supervision to promote reflective case discussions and effective oversight of safeguarding and risk in and outside of the home. | AMs | | | | | | | On Target | On Target | Restorative Practice Leads (In Academy) have created virtual E-Learning Pack for all staff August 2020 - Restorative supervision is scheduled for November 2020. Supervision Template to support reflective & restorative approach is being piloted in North - Feedback due on 10/08/20 - Meeting to be scheduled with OLM by Eclipse for finalise of draft and implementation. Development meeting scheduled for 17/8/20 to introduce expectations |
| 3.2.01 | Ensure families vulnerable to poverty and DV/SA/MH are prioritised in CV-19 recovery planning. | MBo / PN | | | | | | | On Target | On Target | Hidden harm' is included in the DCFP reset priorities |

| Action Reference [Strand / Phase / Action#] | Action | Action Leads | Jun 2020 | Jul 2020 | Aug 2020 | Sep 2020 | Oct 2020 | Nov 2020 | RAG for Jul 2020 Improvement Board | RAG for Aug 2020 Improvement Board | Update for Aug 2020 Improvement Board |
|--|--|--------------|----------|----------|----------|----------|----------|----------|------------------------------------|------------------------------------|--|
| 3.2.02 | Recovery planning to address impact of being out of school on most disadvantaged children. | JO | | | | | | | On Target | On Target | This is included in reset priorities |
| 3.2.03 | Complete a review of social work practice and decision making in the Disabled Children's Service to ensure children at risk of neglect are identified and safeguarded appropriately. | VL / SA | | | | | | | On Target | On Target | Review complete. Report being finalised following discussion at CSLT and SMT and action plan in development. |
| 3.2.04 | Develop and implement a service improvement plan in the DCS as indicated by 3.2.04. | AM | | | | | | | | On Target | Report being finalised following discussion at CSLT and SMT and action plan in development. |
| 3.2.05 | All teams allocate a team meeting to the use of the neglect strategy, toolkit and use of graded care profiles. | RN | | | | | | | On Target | At Risk | Neglect Teams Site set up for TMs/AMs to capture training updates, resources, team meeting reflections (summaries) reminders. Academy provide updates on training slots/staff booked on to GCP2. Don't Neglect Neglect presentation to all Team Managers on 28/7/2020. Delays in team meeting discussions taking place- follow up made with Area Manager/LDs Current total is - 35% completed, 13% booked for August, 16% in process of being booked (for august) leaving 32% to follow up (10 teams in total). |
| 3.2.06 | AMs confirm that all social workers in their area have seen and understand the tools. | AMs | | | | | | | | On Target | Graded Care profile (GCP) tools can be accessed after staff have been on the training. 250 extra workshops spaces were created for staff across July/August. Approx 140 slots have been filled (this is changing picture daily as more staff book on). Action learning sets with DCFP trainer and PSW will be organised to follow up with attendees. Audit to be scheduled to follow up on use of GCP. Neglect direct work tools for adolescents has been identified as learning need - now in Academy service plan. |

| Action Reference [Strand / Phase / Action#] | Action | Action Leads | Jun 2020 | Jul 2020 | Aug 2020 | Sep 2020 | Oct 2020 | Nov 2020 | RAG for Jul 2020 Improvement Board | RAG for Aug 2020 Improvement Board | Update for Aug 2020 Improvement Board |
|--|---|----------------|----------|----------|----------|----------|----------|----------|------------------------------------|------------------------------------|--|
| 3.2.07 | Partnership fora, including Locality Partnerships, to raise awareness of use of neglect tools by partners in appropriate cases. | LDs / QADG | | | | | | | On Target | On Target | The neglect strategy, action plan and tracking of training update is progressed through the QADG. The strategy signed off in July 2020. Multi-agency training workshops on the use of the neglect tools have been progressing. |
| 3.2.08 | Develop criteria and pilot the use of partnership impact chronologies in specific neglect cases. | SA / RN | | | | | | | On Target | On Target | Initial meeting set 7th August for partners. Draft TOR complete |
| 3.2.09 | Evaluate the impact of the use of impact chronologies ahead of the development of a plan for wider implementation. | SA / RN | | | | | | | | | Not yet due to start – dependent on 8. above. |
| 3.2.10 | Review all pre-proceedings practice guidance. | RN / SA | | | | | | | Completed | Completed | |
| 3.2.11 | Hold countywide Practice Development Workshops with TMs/SWs/FSWs to understand and implement threshold for pre-proceedings. | SS / SA / CPMs | | | | | | | On Target | Completed | Completed |
| 3.2.12 | Track and monitor the use of pre-proceedings, and adherence to 12-week timescale through Locality Panels. | LDs / SA | | | | | | | On Target | On Target | Being completed weekly by AMs and Case Progression Managers. |
| 3.2.13 | Implement Permanence Planning Meetings in all pre-proceeding cases. | AMs / TMs | | | | | | | On Target | Compromised | Revised Permanence Policy being presented to SMT for sign off. This sets out the expectation for all children subject to pre-proceedings to have a Permanence Plan. Timescales for this work were readjusted given other priorities in July and will be completed during August through the Exceptions Panels which are taking place to ensure all children's permanence plans are agreed and recorded on Eclipse. |

| Action Reference [Strand / Phase / Action#] | Action | Action Leads | Jun 2020 | Jul 2020 | Aug 2020 | Sep 2020 | Oct 2020 | Nov 2020 | RAG for Jul 2020 Improvement Board | RAG for Aug 2020 Improvement Board | Update for Aug 2020 Improvement Board |
|--|---|-----------------|----------|----------|----------|----------|----------|----------|------------------------------------|------------------------------------|--|
| 3.2.14 | Update the templates in Eclipse to ensure a clear system across Devon to track and monitor pre-proceedings work. | RN / SA | | | | | | | On Target | On Target | Eclipse have all templates, Worklist is being developed to reflect new tools (priority list for Eclipse). All tools as interim basis currently in word doc and hosted on Eclipse tool and ReSources. All staff been shown via CPMs attending team meetings and business support have been shown. |
| 3.2.15 | Review Legal Planning Meeting processes and practice standards to ensure there are clear processes and guidance in place and that this informs practice development. | SS / SA | | | | | | | On Target | Completed | CPMs now attend all LPMs to ensure consistency across Devon |
| 3.2.16 | Implement the Legal tracking system via Eclipse. | JB / SA | | | | | | | | | Not yet due. Scoping session being scheduled with OLM. |
| 3.2.17 | Review the quality of Social Work Evidence assessments so that the lived experiences of children are fully understood and inform plans and that plans set out clear and measurable outcomes for children based on comprehensive assessment. | LDs / SA / CPMs | | | | | | | On Target | On Target | The CPMs have made a start in reviewing all of the SWETS. There is an expectation that all SWETS should have CPM oversight before being submitted to Court. |
| 3.2.18 | Case Progression Managers to facilitate Reflective Learning Circles to improve the quality of SWET and facilitate learning and develop understanding on impact on the child. | RN / SA / CPMs | | | | | | | On Target | On Target | These continue to be held and are impacting positively on the quality of evidence and leading to more timely decisions about issuing and improved quality of first application. |
| 3.2.19 | Case Progression Managers to evaluate and report locality performance on pre-proceedings to SMT on a monthly basis. | CPMs / SA | | | | | | | On Target | On Target | CPM attended SMT in July and updated on performance and themes across Devon |
| 3.2.20 | Plan and agree practice development workshops with CAFCASS, for managers and social workers supporting staff to improve assessment technique in light of 3.2.18/3.2.19. | RN / SA | | | | | | | On Target | On Target | Dates are being agreed with CAFCASS |
| 3.2.21 | Meet with Judiciary (DFJ) to provide assurance about Devon's Improvement Plan for the Public Law Outline. | MB / SS / JES | | | | | | | On Target | At Risk | First meeting was held and subsequent meetings have been requested but no response as yet. |
| 3.2.22 | Hold monthly partnership meetings with CAFCASS and Locality Leads/ Legal to monitor casework and data and track and challenge drift/delay. | SA / SS / LDs | | | | | | | On Target | On Target | These meetings are now happening. There is positive feedback from AMs, CPMs and CAFCASS on their effectiveness. |

| Action Reference [Strand / Phase / Action#] | Action | Action Leads | Jun 2020 | Jul 2020 | Aug 2020 | Sep 2020 | Oct 2020 | Nov 2020 | RAG for Jul 2020 Improvement Board | RAG for Aug 2020 Improvement Board | Update for Aug 2020 Improvement Board |
|--|---|----------------|----------|----------|----------|----------|----------|----------|------------------------------------|------------------------------------|---|
| 3.2.23 | Review all CPP cases subject to a repeat CPP to ensure that plans are appropriate, and the PLO is operating appropriately where needed. | MB / GA | | | | | | | On Target | On Target | All cases were reviewed in July and summary findings presented to SMT. A further review of all cases is planned to be completed by the end of September. A screening tool has been developed to ensure repeat plans are identified and reviewed by the Area Manager to ensure effective planning. |
| 3.2.24 | Review all CPP cases that have been in place for 9 months + to ensure that the PLO is operating appropriately where needed. | MB / GA / SA | | | | | | | On Target | Completed | Feedback provided to all AMs |
| 3.2.25 | Hold countywide Practice Development Workshops with IRO/CP chairs to understand and implement threshold for pre-proceedings. | SS / SA | | | | | | | On Target | Completed | Completed by CPMs in July |
| 3.2.26 | Align the role of CP Chair/IRO to pre-proceedings and issued cases to provide a more robust challenge to drift/delay. | MB / SA | | | | | | | On Target | On Target | Training delivered by the Case Progression Managers to the IROs/CP chairs in July. Focused on the role of robust chairing and develop through the mid-point checks. |
| 3.2.27 | Run workshops in each locality to strengthen understanding of the paediatrician's opinion about medical information as part of child protection assessment and decision making. | ET / RG | | | | | | | On Target | On Target | Commenced |
| 3.2.28 | Routine checking that in every S47 investigation in the Localities the need for CP medical is considered and rationale for decision recorded. | LDs (TMs) | | | | | | | At Risk | Completed | Audit undertaken in localities and found that medicals were undertaken in all cases that they should have been. Area managers will continue to routinely check Section 47s to ensure that child protection medicals are sought appropriately. |
| 3.2.29 | Audit a sample of S47 cases to ensure the need for CP medical is considered and the rationale for decision recorded. | GA / MB (IROs) | | | | | | | On Target | On Target | Thematic audit undertaken by the Ops Manager CP report to be produced and presented to the Senior Management Team during August |
| 4.2.01 | Continue weekly case tracking of priority groups of children and young people by the Chief Officer and Lead Member leading to challenge where progress is not being seen. | JO | | | | | | | On Target | On Target | Weekly tracking activity continues - Eclipse records updated to show reviews taking place. |
| 4.2.02 | Report Social Care performance scorecard to Children's Senior Leadership Team each fortnight. | FF / RG | | | | | | | On Target | On Target | In place. |

| Action Reference [Strand / Phase / Action#] | Action | Action Leads | Jun 2020 | Jul 2020 | Aug 2020 | Sep 2020 | Oct 2020 | Nov 2020 | RAG for Jul 2020 Improvement Board | RAG for Aug 2020 Improvement Board | Update for Aug 2020 Improvement Board |
|--|--|--------------|----------|----------|----------|----------|----------|----------|------------------------------------|------------------------------------|--|
| 4.2.03 | Revise the Quality Assurance Framework to ensure it sets out an approach which brings together and evaluates key sources of evidence about practice and improvements (including with partners where needed), sets out a clear role for leaders, presents findings regularly and informs subsequent improvements. | MB | | | | | | | On Target | On Target | The Quality Assurance Framework has been drafted, presented to SMT, feedback and comments sought, with the Improvement Director for final sign-off |
| 4.2.04 | Implement improved approach to quality assurance in line with revised framework. | MB | | | | | | | On Target | On Target | The Practice Evaluation schedule, moderations and reporting arrangements were implemented in July. The findings of the evaluations were presented to a meeting of the SDM on 28 July. Overview paper to be reported to SMT in August. August cases for evaluation to be circulated 5 August. |
| 4.2.05 | Introduce bi-annual 'Practice Weeks' as part of the QAF providing an opportunity for Corporate leaders and members to have direct oversight of social work practice. | MB | | | | | | | On Target | On Target | In planning stage with the Principal Social Worker and Academy |
| 4.2.06 | Present quarterly findings from the Quality Assurance Framework, actions planned and progress updates to the Corporate Leadership Team, Children's Standing Overview Group and Children's Scrutiny Committee. | MB | | | | | | | | | Not yet due |
| 4.2.07 | Agree recommendations and actions needed arising from the above and implement as agreed, including effective monitoring of progress. | MB | | | | | | | | | Not yet due |
| 4.2.08 | Complete a review of social work practice and decision making in the Disabled Children's Service, develop and implement improvement plan as indicated. | VL / SA | | | | | | | On Target | On Target | Review in final draft. Report being finalised following discussion at CSLT and SMT and action plan in development. |
| 4.2.09 | Complete the revision to the Corporate Parenting Strategy. | VS | | | | | | | On Target | On Target | This is underway, aimed for completion mid August and will be updated following outcome of Autumn Bright Spots survey for children in care and care leavers |
| 4.2.10 | Present the revised Corporate Parenting Strategy to CPMG. | VS | | | | | | | | On Target | as above sept group meeting |
| 4.2.11 | Review Corporate Parenting arrangements to ensure effective engagement of partnership senior leaders and members. | VS | | | | | | | On Target | On Target | Review is in process |
| 4.2.12 | Strengthen Corporate Parenting Arrangements as identified above. | VS | | | | | | | | On Target | Review is in process |

| Action Reference [Strand / Phase / Action#] | Action | Action Leads | Jun 2020 | Jul 2020 | Aug 2020 | Sep 2020 | Oct 2020 | Nov 2020 | RAG for Jul 2020 Improvement Board | RAG for Aug 2020 Improvement Board | Update for Aug 2020 Improvement Board |
|--|--|--------------|----------|----------|----------|----------|----------|----------|------------------------------------|------------------------------------|---|
| 4.2.13 | CPMG to buddy with members with outstanding services for care leavers. | JMcI | | | | | | | On Target | On Target | Lead Member has contacted Lead Member in Cornwall |
| 4.2.14 | Undertake a Member led Peer Review of CPMG. | JMcI | | | | | | | On Target | On Target | Lead Member has contacted Lead Member in Cornwall |
| 4.2.15 | Review and ensure effective care experienced young people's participation in Corporate Parenting arrangements. | RE | | | | | | | On Target | On Target | Full review of our existing arrangements, feedback from young people, and appraisal of what "good" looks like has been completed and includes proposals that respond to our current Corporate Parenting arrangements and opportunities to develop further. |
| 4.2.16 | Provide oversight and scrutiny to the findings of a review evaluating the lived experience of care leavers. | CPMG | | | | | | | | | Not yet due, planning has started. |
| 4.2.17 | Continue to receive peer support and challenge to improvements from Mark Riddell, National Implementation Adviser for Care Leavers. | VS | | | | | | | On Target | On Target | 8 weekly meetings planned |
| 4.2.18 | Embed support and challenge to improvement work in Corporate Parenting through Partners in Practice relationship with Cornwall. | VS | | | | | | | On Target | On Target | DfE in principle agreement. Detailed proposal in development |
| 4.2.19 | Review the impact of restorative practice training on managers and their use in management and supervision to ensure reflection on both high support and high challenge in work with families. | SA / RN | | | | | | | On Target | Compromised | This has been compromised by the impact of C19 meaning training sessions have not been able to take place. Restorative Practice Leads (In Academy) have created virtual E-Learning Pack for all staff available late August 2020 - Restorative supervision is scheduled for November 2020 start. Supervision Template to support reflective & restorative approach is being piloted in North - Feedback due on 10/08/20 - Meeting with OLM by Eclipse for finalise of draft and implementation 13/08/2020. Development meeting between RN/SA scheduled for 17/8/20 to introduce expectations. Academy review of restorative practice model use in Devon is being drafted and due September 2020 |

| Action Reference [Strand / Phase / Action#] | Action | Action Leads | Jun 2020 | Jul 2020 | Aug 2020 | Sep 2020 | Oct 2020 | Nov 2020 | RAG for Jul 2020 Improvement Board | RAG for Aug 2020 Improvement Board | Update for Aug 2020 Improvement Board |
|--|--|--------------|----------|----------|----------|----------|----------|----------|------------------------------------|------------------------------------|---|
| 4.2.20 | Develop and implement Team Manager development activity in all localities and service areas to ensure their effective oversight of the quality of SW practice (learning from the above action). | RN / SA | | | | | | | | On Target | Meeting scheduled for 17/8/20 to plan further work. SDM has had strong focus on practice standards and learning. |
| 4.2.21 | Develop and implement Team Manager development activity in all localities and service areas to ensure their provision of high quality and reflective supervision (learning from the above action). | RN / SA | | | | | | | | On Target | Restorative Practice Leads (In Academy) have created virtual E-Learning Pack for all staff August 2020 - Restorative supervision is scheduled for November 2020. Supervision Template to support reflective & restorative approach is being piloted in North - Feedback due on 10/08/20 - Meeting to be scheduled with OLM by Eclipse for finalise of draft and implementation. Development meeting between RN/SA scheduled for 17/8/20 to introduce expectations. Academy lead AM to explore manager development programme and action learning Sets. Practice Supervisor Development programme booked for 9 x managers for Sep/oct start - 6 day course. |
| 4.2.22 | Undertake reflective practice discussions on priority children and young people in the Corporate Parenting Service, including TMs and AMs. | VS / RN | | | | | | | On Target | On Target | Area Managers routinely completing on Need to Knows and cases picked up at panels etc |
| 4.2.23 | Plan and deliver Area Manager development activities that ensure their effective oversight of the quality of SW practice, including of high quality supervision by TMs. | RN / SA | | | | | | | On Target | On Target | An Area Manager development programme is being developed. |

| Action Reference [Strand / Phase / Action#] | Action | Action Leads | Jun 2020 | Jul 2020 | Aug 2020 | Sep 2020 | Oct 2020 | Nov 2020 | RAG for Jul 2020 Improvement Board | RAG for Aug 2020 Improvement Board | Update for Aug 2020 Improvement Board |
|--|---|--------------|----------|----------|----------|----------|----------|----------|------------------------------------|------------------------------------|---|
| 4.2.24 | Deliver IROs development approaches to ensure effective oversight and challenge to practice. | MB / SA | | | | | | | On Target | On Target | Sessions have been completed on permanence and the role of the IRO in CP plans and CIC reviews (MAY) . Sessions have been completed on pre-proceedings in July. Individual supervision sessions, team meetings and service meetings focus on this as a standing agenda. The managers have facilitated a train the trainer session with IROs and Team Managers to deliver in each locality training on writing smart plans. Through CWWWG plans and process issues are being taken forward. Mid-point checks have been developed after the second review triggering a discussion with the team manager and IRO to focus on planning and avoidance of drift. Themed workshops have been held with IROs focused upon the impact of and response to neglect in children's cases. A further workshop scheduled for August. |
| 4.2.25 | Plan and deliver SMT development activities to ensure their effective oversight of and challenge to practice and service improvement. | RG | | | | | | | On Target | On Target | Initial development work undertaken in July led by HoS. |
| 4.2.26 | Develop a Quality Assurance Framework across all localities and service areas to provide clarity of expectations and responsibilities regarding practice quality and service improvement. | RG / MB | | | | | | | On Target | On Target | Draft QAF produced, presented and with Improvement Director for final sign-off. |
| 4.2.27 | Implement a Quality Assurance Framework across all localities and service areas to provide clarity of expectations and responsibilities regarding practice quality and service improvement. | RG / MB | | | | | | | On Target | On Target | Draft QAF produced, presented and with Improvement Director for final sign-off. Shared with Senior Management Team for feedback, comments and dissemination of information in Locality meetings to support the newly launched monthly Practice Evaluation schedule |

| Action Reference [Strand / Phase / Action#] | Action | Action Leads | Jun 2020 | Jul 2020 | Aug 2020 | Sep 2020 | Oct 2020 | Nov 2020 | RAG for Jul 2020 Improvement Board | RAG for Aug 2020 Improvement Board | Update for Aug 2020 Improvement Board |
|--|---|--------------|----------|----------|----------|----------|----------|----------|------------------------------------|------------------------------------|--|
| 4.2.28 | Implement a performance challenge framework across all localities and service areas to drive, monitor and evaluate the required service improvements. | RG / VL | | | | | | | On Target | On Target | Monthly service Performance Clinics and Improvement Challenge Board introduced in July. |
| 4.2.29 | Revise the CSC Recruitment and Retention Strategy to address vacancy and turnover factors. | RG | | | | | | | On Target | On Target | Senior Manager capacity has been identified to lead and prioritise this work. Revised R&R Strategy to be available in September. |
| 4.2.30 | Implement revised CSC Recruitment and Retention Strategy to stabilise social work workforce. | RG | | | | | | | | | Not yet started – dependent on 4.2.29 above. |

Ofsted Monitoring Visit Preparation Plan

Part 1; Wider preparations

| Work Package | Lead | Ref | Actions | Who | Deadline | RAG | Current Progress |
|------------------------|---------------------------------|-----|---|------------|-------------------|-----|--|
| Self-Assessment Slides | VIVIEN LINES | | First draft to CSLT 4th August | VL | 4/8/20 | | Complete |
| | | | Second draft to CSLT end August | VL | 25/08/20 | | |
| | | | First draft to LG-8 on 10th August | VL | 10/8/20 | | Complete |
| | | | First draft to Improvement Partnership 20th August (papers out 13th Aug) | VL | 13/8/20 | | |
| | | | Update on progress of Improvement Plan | VL | End of each month | | July complete. The end of August update will inform the final Monitoring Visit (MV) self-assessment. Available 05/09 |
| Document Library | DYLAN TODD | | Refresh document library | Dylan Todd | 31/8/20 | | |
| | | | Update Corporate Parenting Strategy | VS/VL | 31/8/20 | | To SMT/CSLT in August |
| | | | Finalise revised Quality Assurance Framework (QAF) and circulate in service | VL | 31/8/20 | | To SMT/CSLT in August |
| Data | ADAM CATLOW | | Preparation of Annex A | AC | 10/8/20 | | Annex A trial run to be completed on 10th August |
| | | | Data cleansing <ul style="list-style-type: none"> 18 year olds | AC | TBC | | Data cleansing activity required to be determined following Annex A trial run |
| | | | Completion of Statutory returns <ul style="list-style-type: none"> 903 | AC | 05/08/20 | | Complete |
| Quality assurance | VANESSA STRANG/ MARK BARRATT | | QA of priority groups; <ul style="list-style-type: none"> All care leavers in unacceptable accommodation Need to knows Not in touch 'Top 10' | VS/SA | 31/8/20 | | 05/08 – agreed SA to lead review of 'Need to Knows' (with PP) RG to review and prioritise. |
| | | | Evidence of audit (July and August); <ul style="list-style-type: none"> Complete moderation of practice | | 31/8/20 | | |

| | | | | | | | |
|------------------|----------------|--|--|--------------|-------------------|--------------------------------------|--|
| | | | evaluations and overall judgement of 4 July cases - August sample to include 15 CLs | SA MB | | ■ | |
| | | | | | | ■ | |
| | | | Prepare good practice examples including evidence of impact and feedback from young people | VS (GW) | Each week | ■ | Weekly meetings set up with Area Managers (AMs) from Corporate Parenting Service and Rob Elkin |
| Communications | VIVIEN LINES | | Finalise Plan on a Page and share with staff and partners and publish on DCFP website | VL | 31/8/20 | ■ | |
| | | | Circulate Key messages following each Improvement Partnership to staff via Yammer and ReSource | VL | End of each month | ■ | July complete |
| Staff engagement | VANESSA STRANG | | Meet all Team Managers (TMs) and staff to brief and set agenda 30/07 and 04/08 timetable of meetings through to MV | VS | 30/7/20 | ■ | |
| | SHAEDA ALAM | | Hold focus groups with Personal Advisors (PAs) and TMs to develop narrative around progress on key Ofsted priorities (risk management, sufficiency of accommodation and support) | SA/RN/ VL | 13/8/20 | ■ | Planned |
| | VANESSA STRANG | | SDM on 28th July and 25th August. To attend Locality meetings in August/early Sept | | | ■ | |

Part 2; Corporate Parenting Service preparations

| | | | | | | | |
|------------------------|--------------------------------|--|---|--|---|--------------------------------------|---|
| Review of Care Leavers | GEMMA WILSON | | Review of all young people identified as unsuitable | | 28/8/20 | ■ | Full process to be complete by August 28th with all actions completed |
| | GEMMA WILSON/ CATHY ATFIELD | | All staff with a care leaver open on their case load to work on case file to ensure compliance; <ul style="list-style-type: none"> Chronologies Up to date Pathway Plan Up to date Case summary and photo Up to date and evidence of regular SV to include if there is a child who is NOT having a face to face and the plan with | | Immediate and throughout August and September | ■ | 05/08 – update; initial expectations set at service meeting. |

| | | | | | | | |
|--------------------|--|--|---|-------|----------|--|-------------------|
| | | | <ul style="list-style-type: none"> Up to date visits and evidence of children being seen alone, there is evidence of direct work and the young person's voice is loud, apparent and jumps off the page and face to face and Vulnerability Tracking Tool (VTT) visits accord to the rag rating Evidence of Health Passport | | | | |
| | | | Create story boards to show impact for Care Leavers on unsuitable accommodation | | 31/8/20 | | |
| | | | Carry out dip sampling on all open care leaver cases | SMT | | | |
| PERFORMANCE DATA | | | Review all data for compliance with VTT and statutory visits and those in unsuitable accommodation | | weekly | | |
| NEED TO KNOW CASES | | | Undertake full audit of all 'Need to Know' care leavers in previous 3 months | SA/PP | 31/8/20 | | 05/08 - planned |
| NEET | | | List of all YP discussed at Not in Education, Employment or Training (NEET) panel in last 6 months provide updated Terms of Reference (TOR) for NEET panel, including detail of step forward | VS/IH | | | 05/08 - requested |
| Service planning | | | Care leavers risk panel plan | | 31/8/20 | | |
| | | | DHPP TOR and work plan | | 31/8/20 | | |
| | | | Development work completed with TMs | | 07/08/20 | | |
| | | | Service plans for whole service final | | 05/08/20 | | |
| | | | P&T service plan | | 15/08/20 | | |
| | | | Evidence of care leaver feedback, participation | | 31/8/20 | | |

Part 3: once dates for the visit are known

| | | | | | | | |
|---|----------------|--|---|--|--|--|--|
| When date and names of case tracking sample are known - Case review | VANESSA STRANG | | Case review and moderation plan and prep for OFSTED discussion work with Social Worker/Personal Advisor | | | | |
|---|----------------|--|---|--|--|--|--|

Ofsted Monitoring Visit Devon

Page 35

September 2020



➤ ***Improved approaches evidencing greater impact with young people in the most challenging circumstances;***

Polly (18) was in our care since she was 11 (early childhood neglect). Risk taking behaviours in adolescence led to secure accommodation and then a children's home (frequently missing). Polly became addicted to alcohol and drugs, she was in an abusive relationship and struggled to maintain tenancies. After a huge amount of work with her Personal Advisor (PA), Polly entered detox and is now in rehab. She is making good progress and planning with her PA for her future. *"I have been given motivation, they supported me daily before I went into rehab they really helped me get there. The whole team has helped me and helped me feel stable."*

Alan (20) came into care in adolescence as a result of behaviour difficulties arising from his autism and mild learning disabilities. He experienced a number of placement moves before being supported to move into a flat with daily floating support. He is now working well with his PA and a range of other professionals, is making his flat his home and reports that he feels safe. *"I feel the support I am getting means I don't feel like I have just been thrown in at the deep end."*

What young people tell us

- “I needed stable and safe accommodation and help to keep me safe. My Personal Adviser has done so much to help me.”
- "I have my own space and time to myself which is what I have all wanted. At first I was nervous and now I am fine. The support I have is great and hopefully after a couple of months I will be confident enough that I won't need so much support. I feel really lucky , not many 19 year olds have flats like this”
- “I feel that my mental health is getting better, and I feel I can deal with it better. I feel the support I am getting means I don't feel like I have just been thrown in at the deep end.”
- “My PA is amazing. He contacts me often and is quick off the mark.”
- “I wasn't clear what I was entitled to as a care leaver.” *(We are reviewing our local offer and how it is communicated to young people).*
- “My PA has been an excellent source of help and advice, the right level of input, not pressuring me. Makes me comfortable and able to ask if I want anything or need help.”
- “I don't feel anxious and I am happy. I am getting out doing things like nature walks which I would not have done before.”
- “My PA has been in contact regularly since CV-19 which was really helpful.”
- “I get good advice from my PA and carer that supports my decisions I make.”

Impact:

What life was like and how we supported young people; Stories being identified by PAs, experiences include;

- Isolation
- Disrupted relationships with friends and family
- Increased anxiety and mental health difficulties
- Disrupted learning
- Loss of employment opportunities
- Liked more frequent less intensive contact from PAs
- Some enjoyed not being hassled!
- Poor routines and sleeping habits
- Increase in substance misuse

Ambition: all young people have a high quality Pathway Plan that supports their needs to be met and them to be kept safe.

Impact;

- **Mike** (23) worked well with professionals who supported him to exit an abusive relationship. He retained the deposit for a flat in his savings and his PA supported him to obtain and move into a private rented flat. He is now settled again and is working.
- **Kevin** (20) was living with family friends, but moved out earlier this year, almost no contact since. He prefers no contact. Is he safe or not? We are his parent so we text him every week whether we hear back from him or not. Police and family/friends are part of the safeguarding plan just in case they have contact with him.

Key activity;

- ✓ Appointment of more PAs; reduced caseloads and workforce development
- ✓ Building and maintaining strong relationships with young people in the most challenging circumstances to fully understand their needs
- ✓ Development of improved Pathway Plan with young people and associated risk assessment framework linked to planned programme of workforce development
- ✓ Close oversight of young people in most challenging circumstances by operational managers and development of Team Managers (TM's)
- ✓ Sustained weekly tracking of priority young people by senior managers, DCS and Members and support to ensure young people's plans progress

Ambition: all young people are supported effectively to live in acceptable and affordable accommodation

Impact;

Carrie (18) moved into a shared lives placement to support her to develop independence skills. She has been well supported by her PA and developed a positive relationship with her carer which is enabling her to make progress. She is no longer going missing or self-harming, is managing relationships with her family members better and is looking forward to a more independent future. *“I get good advice from my PA and carer that supports my decisions I make. I don’t feel anxious and I am happy.”*

Andy (18) lives with his partner in a static caravan. His PA is persistent in making contact and visiting. With GP support, Andy is no longer drinking or using drugs, has worked throughout lockdown and is positive about his relationship. We were persistent in getting to see him to check the caravan is suitable - it is well maintained and he has a long term tenancy. Health and Probation maintain regular contact with him and, with the PA, are a team around the young person.

Key activity;

- ✓ Appointment of dedicated Homelessness Prevention Workers working with partners to develop solutions for young people in unacceptable living arrangements
- ✓ Refocused support to priority groups through redesign of existing floating support contracts
- ✓ Evaluation of new floating support approach with young people
- ✓ Updating needs analysis and development of appropriate support with partners
- ✓ Review of emotional and mental health support pathway 0-25 with health partners started
- ✓ Improving relationships with housing providers, including District Councils

Ambition: all young people access their health passport and are supported to be healthy.

Key activity;

- ✓ 100% young people are offered Health Passport at 16yrs and 17 yrs 9m by our Children in Care (CiC) Nurse
- ✓ Take up will be recorded in revised Pathway Plan and reported by health each month from end of August
- ✓ Existing information about Health Passports has been revamped jointly with the CiC Nurse team
- ✓ New leaflet has been sent to all young people by PAs during August
- ✓ Reviewed new materials with young people to ensure it is accessible, engaging and makes sense
- ✓ Information on SUSU website: <https://www.standupspeakup.org.uk/localoffer/info-for-care-leavers/health-passports/>
- ✓ Worked with care experienced young people to produce a 2 minute video for Instagram and Twitter accounts
- ✓ This will become part of our ongoing comms cycle so that promotion recurs
- ✓ Updating the wider Local Offer with young people and reviewing how it is promoted to young people

Ambition: all young people are in education, employment or training 16+

Impact:

- Examples coming from Virtual School and Careers South West

Key activity;

- ✓ Prioritised within DCFP reset and within Council as part of economic recovery planning post covid-19
- ✓ Training for new PAs on expectations as Corporate Parent and options for young people 16+
- ✓ Not in Education, Employment or Training (NEET) meetings for Years 12 and 13 have continued through the lock-down.
- ✓ On June 30th 74% of Year 11 children in care had a confirmed destination.
- ✓ Virtual School currently confirming destination of all Year 11 and 12 young people and working with Personal Advisers to identify any 'at risk' Year 12 and 13 to put in place additional support where needed
- ✓ Strengthened engagement of Corporate Parenting in 16-18 Panel
- ✓ Revising arrangements for post 18 NEET Panel and tracking of priority cohort with Careers South West and other key partners
- ✓ Plans for all young people 18+ to be confirmed in refreshed Pathway Plans from September.

Ambition;

- ***No young person in unacceptable accommodation***
- ***All young people in education, employment and training***

Planned activity;

- Continued tracking of the priority group of children and young people
- Workforce development with PAs, Social Workers (SWs); Pathway Planning and safety planning
- TM development and coaching on supervision and oversight of risk
- Implement revised Pathway Plan
- Risk Assessment Forum with partners; to oversee priority cohort of young people
- Develop effective pathway for emotional wellbeing support
- Revised Care Leaver protocol with District Councils operational
- Complete needs analysis and revise commissioning plans for support and accommodation
- Strengthened partnership approach to NEET and tracking of young people 16+

Ambition: children who can no longer live with their families planning for permanence will start early in their care experience and they will be helped to understand their history.

Impact:

Being identified

Page 44

Key activity;

- ✓ Continued weekly tracking of priority groups – no children currently inappropriately placed in an unregulated setting
- ✓ Implementing an improved framework for permanence from early in a child's care journey
- ✓ Progress in recording children's Permanence Plans on Eclipse
- ✓ Workforce development on life story work
- ✓ All children Placed with Parents have been reviewed to ensure risk assessments are in place and are now tracked through Locality Panels
- ✓ All young people in Year 11 reviewed to ensure that all have confirmed destinations for September.
- ✓ 65% of eligible children in Years 5 and 10 have **are provided with plans for their futures in a timely way**
- ✓ been signed up for a summer school by the virtual school to prepare them for exams and assessments in Years 6 and 11 in 2021

Ambition: if children are no longer able to live safely with their family, timely and effective action will be taken.

Impact:

Child A: the Court agreed to LA care plan and Guardian agreed for adoption in support of the LA Plan. ICO granted for Baby A now in foster placement, with Guardian's support to seek a foster to adopt placement immediately. A will be placed in a foster to adopt family in order to remain and grow up in a safe and stable environment.

Children B, C and D; following the application to remove the children from their parents. The court and CAFCASS supported the plan for the children to remain separated from their parents. Children are safe in foster placements and permanency planning is progressing for the children.

Key activity:

- ✓ Review of all children on Child Protection Plans 9m+ to ensure progress is being made in timescales for the child
- ✓ Appointment of Case Progression Managers; review of all pre-proceedings >12weeks and any are now purposeful
- ✓ Reflective discussions focused on SW evidence and impact to child; leading to improved timeliness and effectiveness of issuing proceedings
- ✓ Strengthened arrangements for chairing of Legal Planning Meetings
- ✓ Development of Countywide dataset on pre-proceedings and issued cases to improve management oversight
- ✓ Case tracking in Locality Panels to address drift and delay
- ✓ Focus on addressing delay in proceedings over 26 weeks; with courts and CAFCASS

Ambition: Where the needs and actions of parents may impact on the care of children leading to neglect, we will work together more effectively to identify and prevent it or intervene early to mitigate its impact

Key activities;

Developing confidence in working with neglect;

- ✓ Team meetings and training on use of evidence based tools (55 social workers attending GCP training)
- ✓ Partnership focus on good practice in neglect led by Devon Children and Families Partnership
- ✓ Workforce development to ensure child protection (CP) medicals are sought in all cases when needed

Quality of SW practice;

- ✓ Reissuing practice standards and focused development work on core priorities in each locality/service
- ✓ Next steps for restorative practice framework; refocused workforce development
- ✓ A new offer for Assistant Team Managers (ATMs) and TMs on developing the use of restorative supervision
- ✓ Modelling reflective case discussions

Effectiveness of IROs and CP Chairs

Ambition: IROs and CP Chairs champion all children and young people's rights and support good outcomes for them

Impact:

- Focus on the quality of Pathway Plans at 16
- Escalations contributing to improvement in children's Permanence Planning
- Review of all repeat plans to ensure consideration of history and effective planning
- Review of CP Plans in place for more than 9 months to ensure effective pre-proceedings are in a timely way
- Evidence of children's voice in care planning

Key activities:

- ✓ Workforce development on the quality of Pathway Planning
- ✓ Workshop on expectations relating to complex neglect and another planned in August
- ✓ Development work with CP chairs on SMART plans, permanence planning, pre-proceedings practice
- ✓ Improved pre-ICPCs oversight by CP chairs with the AM, including a focus on repeat plans and ensuring chronologies are complete
- ✓ Stronger focus on the mid point check - after the second review there is a discussion with the TM and CP chair to ensure there is no drift
- ✓ Joint Locality audits of child protection plans 9m+ to identify and address drift
- ✓ Use of escalation to support improved focus on and recording of permanence planning

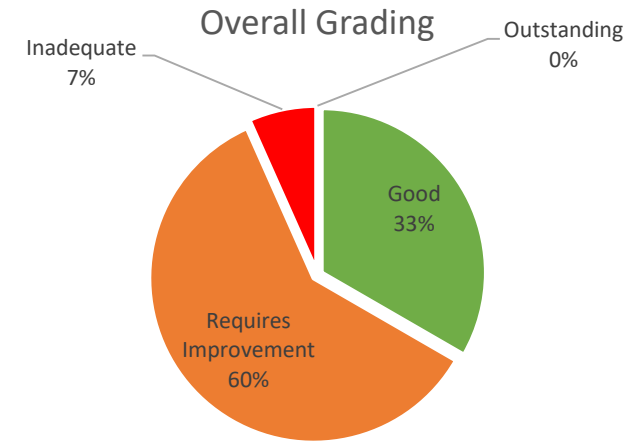
Activity;

- Weekly tracking of priority groups
- Focused CV-19 audit approach; internal and with partners through DCFP
- Refreshed and restarted Quality Assurance Framework
- Two Rapid Reviews completed and learning disseminated to teams
- Child Safeguarding Practice Reviews (CSPR) commissioned using Appreciative Inquiry approach
- Restarted monthly practice evaluations in July
- Service Plans in place and Performance Surgeries operating linked to Improvement Plan
- Improved access to and use of performance data
- Review of Disabled Children's Service

Impact;

• Findings from practice evaluations;

- **July:** 45 practice evaluations across CIN, CPP, CiC and CLs - 15 'Good'; 27 RI, 3 Inadequate



- **August:**

• Findings from DCS review

2019-20;

- 77% (85) of parents told us that they felt they “were kept informed and (their) views acknowledged”
- 75% (82) of parents told us that they felt they “supported by (their) worker”
- 86% (93) of parents told us that they felt their “worker treated (them) with respect and courtesy”
- 77% (84) of parents told us that they felt “were in agreement with the outcome”

Page 49

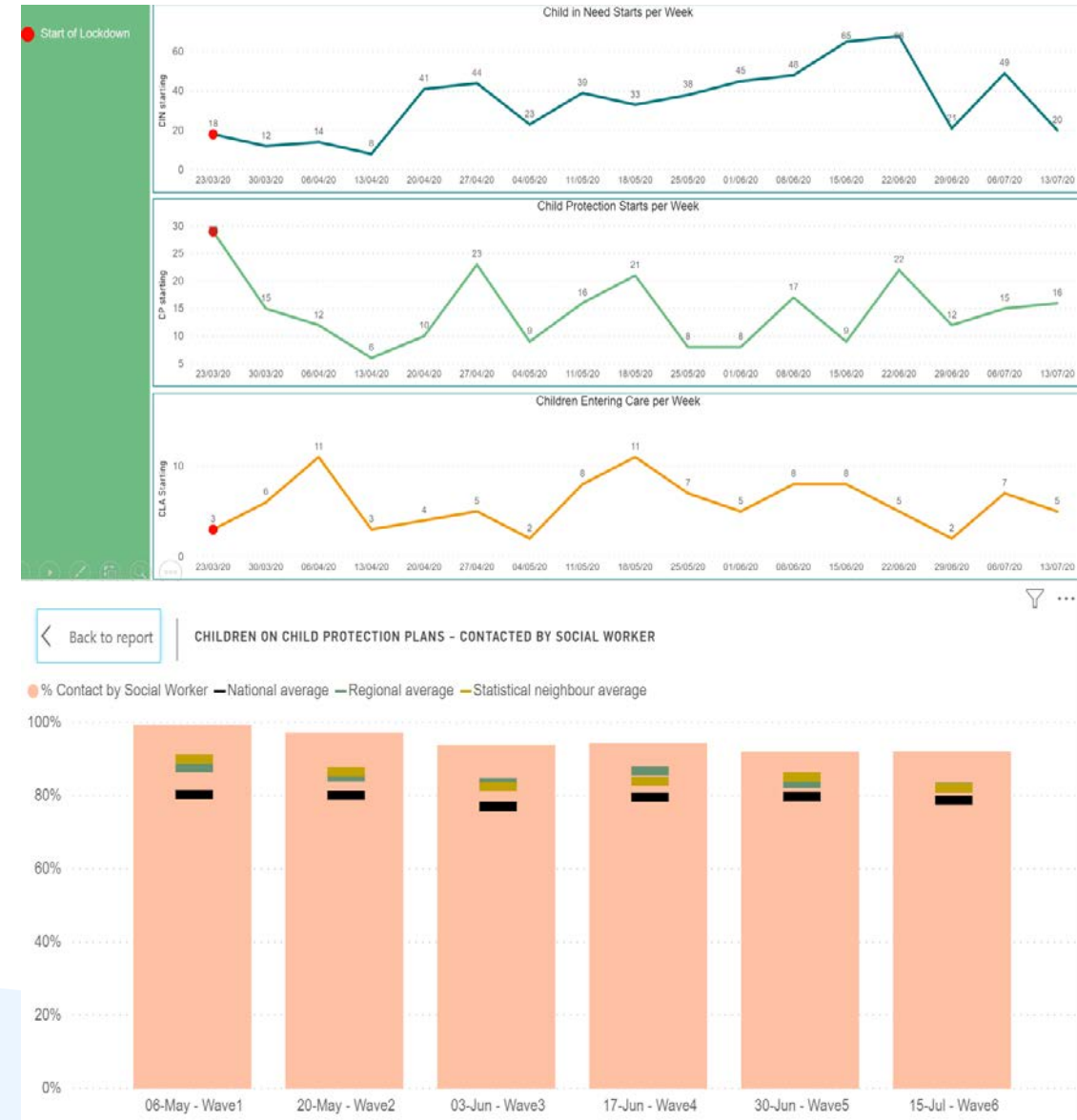
April – July 2020;

- 81% (17) of parents told us that they felt they “were kept informed and (their) views acknowledged”
- 81% (17) of parents told us that they felt they “supported by (their) worker”
- 86% (19) of parents told us that they felt their “worker treated (them) with respect and courtesy”
- 85% (19) of parents told us that they felt “were in agreement with the outcome”

- **A protective partnership framework around children and families;** coordinated response across statutory, community and voluntary sector partners
- **Support for families;**
 - Locality based daily early help triage with midwifery and Public Health Nursing
 - Devon Partnership Trust (DPT), CAMHS rapid response to increased need on Adult Mental Health (AMH) and Domestic Violence (DV) when needed
 - A comprehensive offer from schools and settings providing wraparound welfare and safeguarding
- **Risk assessment framework;** for all open social care cases, leading to enhanced contact and support where identified as needed
- **Practice oversight;**
 - Weekly tracking of priority groups by senior leaders and support to progress plans
 - Dip sampling and assurance of risk assessments by Senior Managers
 - Partnership audits through the DCFP
- **System oversight;** Partnership oversight of and response to emerging needs through Incident Management Teams for vulnerable children and young people
- **DCFP Executive;** oversight of trends and response

A protective framework for CV-19

- **Robust partnership early help framework;** locality based and responsive to need
- **CV19 risk assessments;** in place on all open SW cases (average 93% completion)
- **SW RAG rating;** determined visiting frequency and shared with schools
- **High level of contact;** with those we were most worried about; face to face and virtual
- **School attendance;** report available to the SW daily at a child level
- **Schools and early years;** daily/twice weekly/weekly welfare contact with children linked to settings RAG
- **Escalation through EWOs;** leading to follow up with schools, partners and families where needed (397 in total)
- **Reduction in REDs** (from 12% to 8%); linked to increase in vulnerable children attending school over time
- **Incident Management Teams;** providing system oversight of 0-8s, adolescent contextual safeguarding risks and disabled children



Vulnerable groups attending school - Overtime (attendance for one day)

Children in Care

| Group | 27 th April | 11 th May | 17 th June | 23 rd June | 8 th July |
|-------------------------------|---------------------------|-------------------------|--------------------------|--------------------------|-------------------------|
| Devon CiC anywhere | 11% | 17% | 28.9% | 33.1% | 33.4% |
| Devon CiC in Devon schools | 12% | 21% | 31.6% | 37.0% | 37% |
| Other LA CiC in Devon schools | 4% | 11% | 30.9% | 34.6% | 37% |

Children in need and those with a Child Protection Plan

| Group | 27 th April | 11 th May | 17 th June | 23 rd June | 8 th July |
|---------------------------------|---------------------------|-------------------------|--------------------------|--------------------------|-------------------------|
| Child protection plans | 20% | 36% | 41.4% | 43.1% | 43.8% |
| Children in Need (all) | 7% | 14% | 23.6% | 27.1% | 32.8% |
| Children in Need (allocated SW) | 12% | 22% | 30.1% | 33.9% | 39% |
| Children in need with a plan | 15% | 20% | 29.7% | 34.2% | 34% |

Children with EHCP plans

| Group | 27 th April | 11 th May | 11 th June | 23 rd June | 8 th July |
|------------------------|---------------------------|-------------------------|--------------------------|--------------------------|-------------------------|
| Devon EHCP anywhere | 5.5% | 10.3% | 21.5% | 24.4% | 27.4% |
| Devon EHCP in Devon | 6.2% | 11.2% | 22.9% | 25.7% | 28.9% |
| EHCP in Devon (any LA) | 5.3% | 11.1% | 22.8% | 25.6% | 28.9% |

| RAG (inc those with EHCPs and school elevated) | 27 th April | May 11 th | 17 th June | 23 rd June | 8 th July |
|--|---------------------------|-------------------------|--------------------------|--------------------------|-------------------------|
| Devon | 14.4% | 28.7% | 34.1% | 37.0% | 37% |
| All LAs + | 13.3% | 16.8% | 33.0% | 35.5% | 34.4% |
| Devon | 9.9% | 16.0% | 24.4% | 28.2% | 29% |
| All LAs + | 9.5% | 15.2% | 24.0% | 27.4% | 28% |
| Devon | 4.5% | 9.3% | 22.9% | 25.6% | 29% |
| All LAs + | 4.5% | 9% | 22.4% | 25.1% | 28% |
| Devon Other | 8.1% | 8.3% | 17.9% | 24.2% | 27% |
| All LAs Other + | 7.5% | 11.5% | 17.6% | 23.9% | 26% |

CV-19 More support - oversight of changing demand

Early help;

- Daily locality based early help triage with improved partnership attendance (e.g. DPT and Police)
- Locality response to increase in demand, e.g. relating to Domestic Abuse and AM
- Supporting vulnerable families - Coordinated approach between Midwifery, Childrens Centre and Early Help colleagues

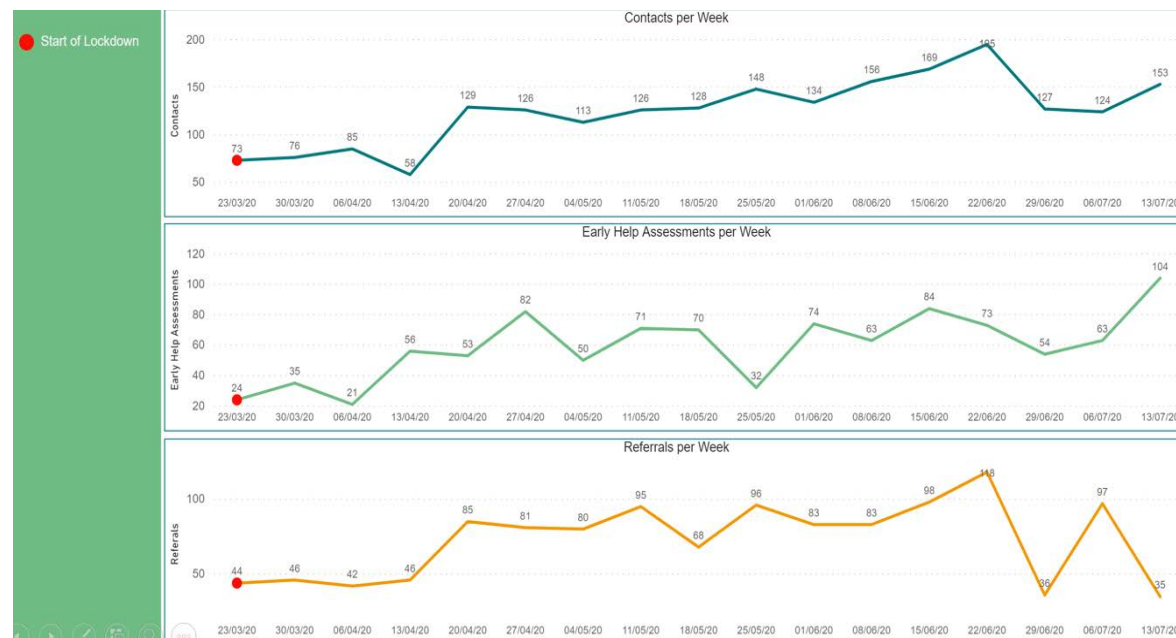
Midwifery;

- Support for vulnerable women including for those suffering with Domestic Violence and Perinatal and Infant Mental Health.
- Refocused midwifery and approach to U1s following two early Rapid Reviews

Public Health nursing;

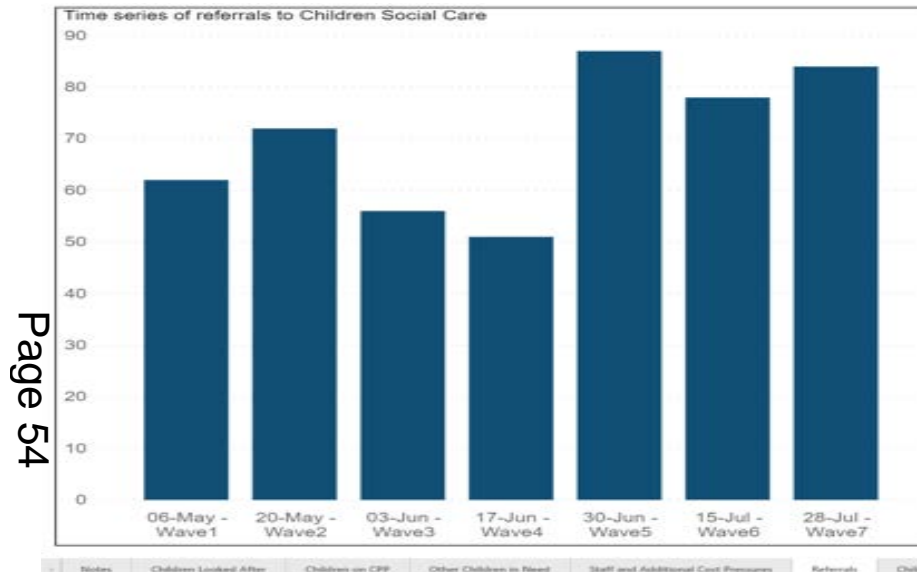
- Offer delivered through locality hub, phone based and video contacts
- All 1,575 babies born from March 1 to May 31, received a phone assessment and a community clinic appointment
- If additional contact and support was required, then also received a follow up email, with additional support and signposting
- This cohort of families will now also receive an additional contact from the health visiting service when their baby is aged between 3-4 months as a safety net

| Month/Year | March 2019 | April 2019 | May 2019 | June 2019 |
|--------------------------------|------------|------------|----------|-----------|
| Families Discussed at Triage | 112 | 92 | 115 | 121 |
| Month/Year | March 2020 | April 2020 | May 2020 | June 2020 |
| Families Discussed at Triage | 133 | 146 | 192 | 226 |
| Increase in Families discussed | 18.75% | 58.70% | 66.96% | 86.78% |

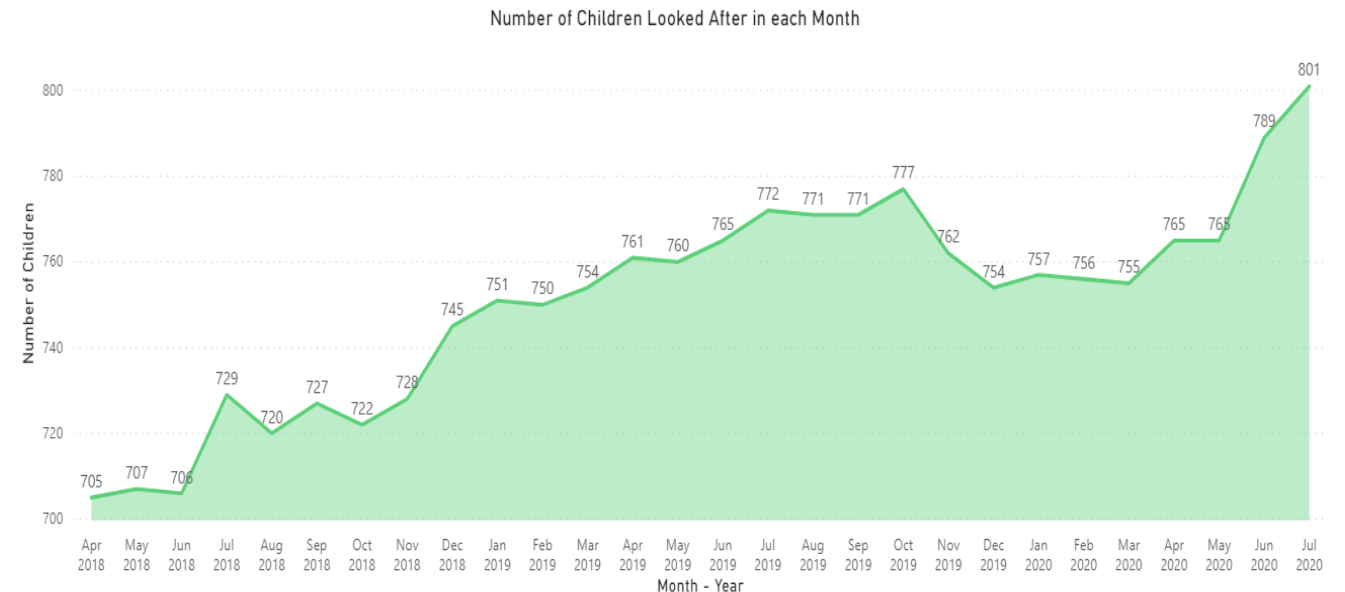


Increase in demand

- Increase in referral rates:



- Increase in number of children in care;



Commentary;

- Analysis being completed to better understand trend, link to covid-19 and to develop response plan
 - Impact of high number of care proceedings in June from improved approaches to families experiencing neglect
 - Delays in young people exiting care, including delays in court hearings, impacting on the completion of care proceedings.

How much?

- **Weekly SM dip sampling of risk assessments;**
 - Locality overview
 - Moderation of RAG rating
 - Focus on priority groups (e.g. DV, MH, under 1s)
 - Moderation and feedback to specific identified managers/service areas where needed
 - Support and challenge to Independent Reviewing Officers (IROs) to ensure effective practice quality assurance
- **DCFP Quality Assurance Delivery Group;** 'live' partnership auditing
- **IRO escalations;** permanence planning
- **Routine monthly practice evaluation cycle;** restarted in July

Page 55

How well?

SM Dip sampling; 1811 completed

- 87% confirmed agreement with risk rating (RAG); confidence in RED, changes typically from GREEN to AMBER

QADG; 11 cases

- Risk assessments in place for all cases and shared well with team around the child. The audit teams agreed with the assessment ratings
- In the main, strong partnership working was found, with appropriate safety planning and clear recording and communication of how, when and by whom children were to be seen

IRO escalations; 70 in April/May/June

- 54 relating to focused work to improve permanence planning now resolved

Partnership agreed priorities 2020-2021

Our re-set ensures our focus on the most pressing need and issues which will have the most significant longer term impact:

- Preventing **Hidden Harm** and working effectively to safeguard children with a particular focus on the significant vulnerability of infants
- Protect all children, build on the **whole family working** achieved in response by continuing to focus on domestic abuse, substance misuse and adult mental health.
- Offer extended services to support **emotional wellbeing and mental health** and recovery for children wrapping around schools and colleges
- **Understanding local vulnerabilities** to target family support and early help where economic impact can lead to increased pressure in families
- Supporting **return to learning particularly for vulnerable children**, Children in Care, **family centred support** for children with SEND and targeted support for children with ASD
- **Extended offer for all young people into work and training** particularly for Care Leavers and children with SEND

Next steps



Improvement Plan – Glossary of Acronyms

| Abbreviation | Full Term |
|---------------------|--|
| AM | Area Manager |
| AMH | Adult Mental Health |
| ASD | Autism Spectrum Disorder |
| BAU | Business as Usual |
| C&F | Children & Families |
| CAFCASS | Children and Family Court Advisory and Support Service |
| CAMHs | Child and Adolescent Mental Health Service |
| CCG | Clinical Commissioning Group |
| CiC | Child in Care |
| CIN | Child in Need |
| CL | Care Leaver |
| CLA | Child Looked After |
| CLRSG | Care Leavers Rough Sleeping Grant |
| CP | Child Protection |
| CPM | Case Progression Managers |
| CPMG | Corporate Parenting Member Group |
| CPP | Child Protection Plan |
| CSLT | Children's Services Leadership Team |
| DCFP | Devon Children and Families Partnership |
| DCS | Disabled Children's Services |
| EET | Employment, Education or Training |
| FGC | Family Group Conference |
| G | Good |
| GCP | Graded Care Profile |
| HoS | Head of Service |
| I | Inadequate |
| IRO | Independent Reviewing Officer |
| KPIs | Key Performance Indicator |
| L&D | Learning & Development |
| LM | Locality Manager |
| MH | Mental Health |
| MHCLG | Ministry of Housing, Communities and Local Government |
| MI | Management Information |
| MIT | Management Information Team |
| NEET | Not in Education, Employment or Training |
| NFA | No Further Action |
| O | Outstanding |
| P&T | Permanence & Transition |
| PA | Personal Advisor |

| | |
|------|-------------------------------|
| PDP | Personal Development Plan |
| PLO | Public Law Outline |
| PP | Pathway Plan |
| PPM | Permanence Planning Meeting |
| PWP | Placed with Parents |
| QA | Quality Assurance |
| QAF | Quality Assurance Framework |
| RI | Requires Improvement |
| SDM | Service Development Meeting |
| SMT | Senior Management Team |
| SUSU | Stand Up Speak Up |
| SW | Social Worker |
| SWE | Social Work Evidence |
| SWET | Social Work Evidence Template |
| TM | Team Manager |

Re-Set of Childrens Services Priorities post COVID-19 Lock down

Report of the Head of Commissioning Childrens Services

Please note that the following recommendations are subject to consideration and determination by the Committee before taking effect.

1. Introduction

- 1.1. International data has shown that lock down, as a response to CV 19, has a significant and harmful impact on the most vulnerable children. Children who already live with parental domestic abuse, drug and alcohol harm and mental ill health will be worst affected, with the most life-threatening risk for Infants.
- 1.2. In the UK, reports by Unicef UK, SCIE, Child-Line and the NSPCC already indicate this impact with both Child-Line and the NSPCC reporting a demand in their services since the beginning of the lock-down period. Ofsted have reported a 50% rise in reporting of Serious Incident Notifications (SIN) for infants under 12 months. In Devon we had two SIN for infants in May (these were non-fatal serious injuries and have been discussed with CSOG). Letter to DCS's (22nd May) from Ministers signify the importance of Safeguarding Partners working effectively to identify and respond to multiple vulnerability. These reports alongside the Government summit on Hidden Harm on the 21st May substantiate that we need to be prepared for a wave of demand into social care.
- 1.3. The impact of lock down may also take time to reveal itself and only when schools fully re-open will children be in a position to disclose. With this now delayed until September or beyond, this could cause suspended recognition over the summer. Harm for adolescents is often acted out in self harm, vulnerability to exploitation or anti-social behaviour. Current data for both domestic abuse impact in families and childrens mental health are both showing an increase in the level of harm and injury.
- 1.4. Positively we have also heard that for some children lock down was an opportunity to build stronger relationships with care givers and to reduce the stress and anxiety caused by many transitions in a day between home and school and allowing children to opt out of anti-social behaviour and negative influences on their lives.

2. Listen Hear and Understand

Agenda Item 10

- 2.1. With significantly lower rates of infection and severe illness from the virus rare among children and young people, lockdown was a huge sacrifice on their part for the health and wellbeing of the rest of the population. Almost overnight, their education was disrupted, they were cut off from their support networks and isolated from their friends.
- 2.2. With restrictions easing and life reopening we are seeing the profound effect the lockdown has had on all our children and young people, particularly on the most vulnerable. While the nature of the pandemic and lockdown has meant that some families have been affected more than others, every child and young person in Devon has felt the impact on their lives in one way or another.
- 2.3. While additional services will be targeted at those who need it most, a firm foundation in universal support for all young people will be crucial for the recovery of local communities, Devon and the UK, building back better for the future.
- 2.4. To hear directly from children, young people, families and the community the Devon Children and Families Partnership facilitated three conversations where partners listened directly to the experiences of children and families to then shape our actions for the next phase:

1. Hearing from Young People and Parents (18th June)

The Aim with young people and parents reflect on lived experience and from this inform future purpose.

2. Focus on Hidden Harm and the most vulnerable (with community reps, 2nd July)

The Aim to bring together partnership to focus on the impact of Hidden Harm on children and learning from response to plan for future action. In addition assessing the impact of CV19 on the economy and therefore the context for children living in poverty and life chances for all children in the coming years.

3. Re-shape Children Young Peoples Plan (16th July)

The Aim to reflect on the change in **purpose** in light of CV 19, agree priorities for the year ahead and in light of learning how we will work together.

- 2.5. As a result of the conversations, the re-set has been drafted. This is not to replace the existing Children and Young Peoples Plan but to re-state our commitment to our vision and purpose and then to focus on priorities for the next phase of response and to set the direction for our move towards recovery. This is detailed in the attached draft slides at Appendix A.

3. Next Steps

3.1. We are still in conversation with the draft included here being commented on by children and families through August ensuring that we have represented their voices appropriately. Children will also be asked to design how they would like the plan to be communicated with them. This will then be designed alongside the website content in September.

3.2. We are further developing the delivery of the plan in line with our continued partnership response to the pandemic. We will have in place a dashboard to monitor impact of the actions taken and to assess the impact of CV-19 on all children but with a focus on the most vulnerable.

Electoral Divisions: All

Cabinet Member for Children Services and Schools: Councillor James McInnes

Chief Officer for Childrens Services: Jo Olsson

LOCAL GOVERNMENT ACT 1972: LIST OF BACKGROUND PAPERS

Contact for Enquiries: Fiona Fleming Head of Commissioning Childrens Services

| <u>BACKGROUND PAPER</u> | <u>DATE</u> | <u>FILE REFERENCE</u> |
|-------------------------|-------------|-----------------------|
| Nil | | |

Our lives with COVID-19 and what next

Children and Young People's Plan Reset for 2020 to 2021

Page 65



The impact of the COVID-19 lockdown on children and young people

With significantly lower rates of infection and severe illness from the virus rare among children and young people, **lockdown was a huge sacrifice on their part** for the health and wellbeing of the rest of the population.

Almost overnight, **their education was disrupted**, they were cut off from their support networks and isolated from their friends.

With restrictions easing and life slowly reopening **we are seeing the profound effect the lockdown has had** on our children and young people, with particularly acute impacts on the most vulnerable.

While the nature of the pandemic and lockdown has meant that some families have been affected more than others, every child and young person in Devon has felt an impact on their lives in one way or another. While additional services will be targeted at those who need it most, a firm foundation in universal support for **all** young people will be crucial for the recovery and transformation of communities, localities, Devon and the UK as a whole.

Our **renewed commitment to the priorities set out in our Children and Young People's Plan 2019-2023** is vital as we continue to respond to the COVID-19 pandemic.

Combined with a **'reset' of our priorities for 2020-2021**, our focus will firmly be on the most pressing needs and issues which have the most significant longer-term impact on children and families in Devon.



The right to be heard

Listen

Children and young people in Devon have told us that they feel the **government has not considered or represented** them during the COVID-19 pandemic.

Hear

Continuing to **listen, hear and understand** the views of children and young people, their parents and carers and the community and voluntary sector **is vital to our ongoing response to the effects of the COVID-19 pandemic**. By determining our priorities, developing services and agreeing resources together we are more **resilient in our response and recovery**.

Understand

Young people and parents have **led a series of conversations** in addition to forums and follow up groups and are **fully engaged in our recovery plans**, including economic, skills work and training as well as the arrangements for the Local Engagement Board of the Local Outbreak Management Plan.

Feedback from children and young people

The first workshop heard the views of representatives of care leavers, Devon Youth Parliament, Parent Carer Forum Devon, advocates for children with SEND, young carers, UASCs and LGBTQ young people.

Page 68

Emotional health & wellbeing

Lockdown has increased the pressures on young people's **emotional health and wellbeing** and instantly removed some of the key support mechanisms in their lives.

Communication & Engagement

Young people felt that the **information and advice** from local and national services was often unclear and inconsistent.

Future Prospects

COVID-19 will have lasting impacts on the **future employment, training and education prospects** for children and young people.

Vulnerable Households

The pandemic has created and worsened physical, mental and financial strains on **vulnerable households**, directly impacting the safeguarding of children and young people living there.

Feedback from parents and carers



Communication & Engagement

Clarity of communication has been vital for parents and carers during the lockdown. The Maternity Voices Partnership and Parent Carer Forum Devon played key roles in providing this for those they represent.

Page 69

Service changes

Changes to the way services have been delivered during the COVID-19 lockdown have brought both opportunities and challenges for the increased engagement of parents and carers. As far as possible, positive opportunities for further engagement should be continued.

Future Prospects

Parents and carers will play an important role in ensuring children and young people are able to catch-up on the **education they have missed**. Partners can support them in this by helping reduce anxieties around the return to school, early years settings and extra-curricular activities.

Vulnerable Households

Many parents are facing significant pressures on their **mental health**, as well as on **household budgets**. They need to be supported in order to support their children and young people.

Our lives with COVID-19 and what next

Second conversation: Hidden harm and poverty



For the second workshop, we were joined by representatives from the community and voluntary sector, Incident Management Team Leads for Early Help, representatives for vulnerable children and children with SEND as well as colleagues from Devon County Council's Economy and Communities Teams.

Key messages

- The significant need in families is seen and understood by some communities
- The coordinated local, community efforts have moved quickly and were responsive. Connected to our locality partnership and Early Help triage response.
- The experience of children is very different dependant on local capacity in school and community, broadband and access to tech. and resources.
- The impact of lock down on the most vulnerable and the most disadvantaged is acute. Significantly widening the inequality gap.
- The economic impact will be significant and long lasting. Some of the worst is yet to come.

Children and Young People's Plan re-set 2020-21



We believe that every child in Devon should have the **best possible start in life** and the **opportunity to thrive**



Focused response priorities 2020-2021



Our re-set ensures our focus on the most pressing need and issues which will have the most significant longer-term impact:

Preventing hidden harm and exploitation

Preventing **Hidden Harm** and **exploitation**; working effectively on a cross-agency, cross-partnership basis to safeguard children, with focus on the significant vulnerability of infants and the changing nature of criminal exploitation of young people.

Whole family working

Protect all children by building on the **whole family working** achieved in response, continuing to focus on domestic abuse, substance misuse and adult mental health.

Emotional health & wellbeing

Offer extended services to support **emotional wellbeing and mental health** and recovery for children wrapping around schools and colleges.

Understanding local vulnerabilities

Understanding local vulnerabilities to target family support and early help where economic impact can lead to increased pressure in families.

Focused recovery priorities 2020-2021



Our re-set ensures our focus on the most pressing need and issues which will have the most significant longer-term impact:

Supporting return to learning

Supporting the return to learning for ALL children, with support for vulnerable children with additional needs.

Extended offer into work and training

Extended offer for all young people into work and training particularly for Care Leavers and children with SEND.

Combat inequalities

Combat the inequalities that have been exacerbated by COVID-19, strengthening our diverse communities.

Climate emergency

Put the voice of young people at the heart of the response to the climate emergency in Devon County Council, NHS Devon CCG and Devon and Cornwall Police in response.

Hidden harm and exploitation

Across the world, the COVID-19 lockdown has had a significant and harmful impact on the most vulnerable children.

In the UK, reports by Unicef UK, SCIE, ChildLine and the NSPCC have highlighted this impact, with both ChildLine and the NSPCC reporting a significant increase in demand for their services since the beginning of the pandemic. Ofsted have reported a 50% rise nationally in the reporting of Serious Incident Notifications (SIN) for infants under 12 months.

Young people expressed to us their concerns over the **hidden abuse and neglect of children** that has happened during lockdown. They highlighted the **pressures that many vulnerable households have been under** as a result of poor mental and physical health and the diminished ability of some parents to provide for their basic everyday needs.

A letter to DCS's (22 May) from Ministers expresses the importance of Safeguarding Partners **working effectively together to identify and respond to multiple vulnerabilities**. The complex nature of hidden harms and the changing nature of exploitation requires robust multi-agency planning across the DCFP, SDP, CSPs and DSAP.

The Partnership will aim to prevent further hidden harms and exploitation and **respond together effectively** to any increased demand for services.

Whole-family working

We are committed to working with the whole family to identify and build on their strengths to help and support them to find long term solutions of their difficulties and develop skills to manage future challenges. We will build on this and ensure it is a key principle in our response to domestic abuse, substance misuse and adult mental health.

The COVID-19 lockdown has resulted in many more children and young people being in households, for prolonged periods of time, where there is abuse, neglect, substance misuse and mental health issues. These harms have profound effects on the family as a whole and it is important that the impact on children is fully understood.

Adult and children's services will work closely together with the whole family to strengthen relationships and resilience. Work with the family will address immediate safeguarding concerns as well as build longer-term protections against forms of abuse and harm.

Emotional wellbeing and mental health

A national survey by YoungMinds found that **67% of parents and carers** were worried about the long-term impact on their child's mental health and **80% of young people** said that the pandemic had made their mental health worse.

Page 76
All the young people we spoke to* expressed the **importance of their mental health and wellbeing** when providing feedback on their experiences of lockdown, saying they missed being able to meet up with friends and spend time outdoors and that these activities provide important respite from school, work and home life.

While the increased social isolation has had impacts on every young person, for some the lack of face-to-face support networks, coupled with the additional pressures of lockdown, have led them to **engage with services for the first time** in their lives.

The Partnership will **meet the increased demand for mental health support services** from not only our most vulnerable young people, but from wider groups who display new vulnerabilities. This will require a multi-agency approach, wrapping around schools and colleges to identify and respond effectively to demand.

*UASCs, LGBTQ young people, young carers, care leavers and members of Youth Parliament.

Local vulnerabilities

Devon has one of the highest rates of furlough take-up in the UK and the county is experiencing the biggest ever disparities in youth unemployment.

The economic impact of COVID-19 varies greatly across sectors of the economy and population. As a result, there are large disparities across a county of Devon's size. The economic impact across regions of Devon are represented in the graphic on the following slide.

Devon, and the South West in general, have a heavier reliance on the service sector, including tourism and hospitality, than other parts of the UK. As a result, we are already seeing higher than average rates of furlough take-up and increasing unemployment.

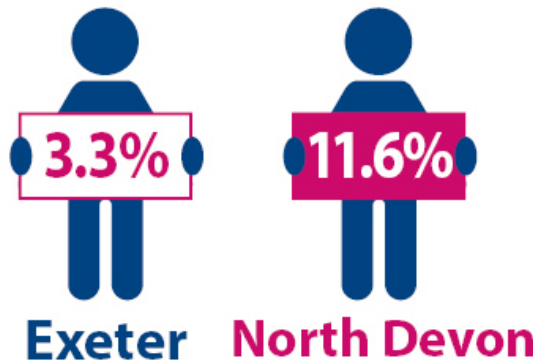
Nationally, young people and women are disproportionately affected by these shifting grounds in the economy. According to government figures, 17-year old girls are the most likely demographic to be placed on furlough.

Partnership horizon-scanning will therefore need to take into account these differential economic impacts on parts of Devon and the finances of vulnerable households. Support can then be targeted to the areas it is needed most in order to minimise the knock-on impacts on children and young people.

Economic impact of CV19 on households in Devon



Devon has one of the highest rates of furlough take-up in the UK
(July 2020)



Biggest ever disparities in youth unemployment across Devon
(July 2020)



Unemployment Claimant Count
(July 2020)



Return to learning

Many children and young people have told us that they are looking forward to returning to school and college to see their friends and restore purpose to their lives.

The return to schools and colleges in September will form the foundation of all children and young people's return to structures, routines and some familiarity in their lives. Schools, colleges, early years settings and extra-curricular activities offer far more than just academic learning.

The return to face-to-face learning is especially important for vulnerable children, including children in care, children with SEND and those who have lacked adequate technology and resources to learn at home. Closing any attainment gaps effectively will be crucial for young people's future prospects.

Education providers will require multi-agency wrap-around support in responding to additional safeguarding concerns, any rise in mental health issues and supporting vulnerable children through key transitions.

Partners also have a role to play in helping ease any anxieties that parents and carers have around sending their children back to school and ensuring that any children needing to self-isolate in future have the necessary learning support in place from day one.

Employment and training

A study by the Institute for Fiscal Studies (IFS) found that the pandemic ‘has severely dented the career prospects of young people and threatens to have a prolonged negative economic impact on them as a result.’

Children and young people face a very challenging jobs market over the coming years.

They expressed to us their anxieties around the impact of their missed learning and the almost overnight drop in employment and training opportunities.

In response, the Partnership will extend the offer of employment, training and Higher Education opportunities to our most vulnerable children, including children in care, care leavers and children with SEND.

The Partnership will advocate for increased opportunities for the wider population of young people in Devon’s economy and encourage the take-up – by young people and local employers alike - of the national kickstart scheme, traineeships, expanded national careers service, new apprenticeship funding, high-value courses for school and college leavers and extended DWP youth offer announced by national government in July.

Equality and diversity



Young people in Devon have explicitly called for more to be done to address racism, discrimination and inequality across our communities.

There are many factors that reduce people's access to opportunities, including poverty, where you live, your readiness for education or the health of your family. Often, these factors are directly linked to race, ethnicity, disability, gender, age and sexual orientation.

COVID-19 has led to **worse health outcomes for many ethnic minority communities across the UK**, exacerbating existing inequalities in standards of housing, employment and levels of mental and physical health.

This has also come at a time of deep pain and anger about injustice crystallised in the death of George Floyd reflected back in the Black Lives Matter movement.

Our LGBTQ young people also **highlighted the unique challenges that many have faced during lockdown**; living in difficult home environments and lacking vital support networks. Prior to the pandemic, LGBTQ young people faced worse mental health outcomes compared with the wider population. As a group, this leaves them particularly vulnerable to the impacts of the lockdown.

We want to narrow the gap in health outcomes and life chances between different groups of children and young people living in Devon. **No child should be condemned to cycles of poverty and disadvantage.**

Climate Emergency

Young people are at the heart of the fight against the climate emergency and their voice will guide our response throughout.

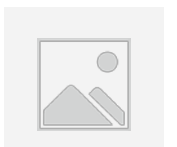
Our young people have been loud and clear about the need for **climate action now**. The pandemic has given us all an opportunity to reduce our environmental impact and **build back better**.

While the short-term impacts of COVID-19 on our vulnerable children and families are at the forefront of our immediate response, **the long-term safeguarding of the lives of children and young people is also important**.

Action on climate change is therefore a key priority for the Partnership. Our three core partners have already signed up to the [Devon Climate Emergency Project \(DCE\)](#), working with other public, private and voluntary sector organisations to **make Devon net-zero** and help the county adapt to a warmer world, but we can do more as a Partnership.

What are we going to do?

- Ensure the **voice of young people is heard** within the DCFP and the DCE response group
- Make **environmental factors explicit** in the impact and risk assessments of partner agencies
- Work with young people and schools on the **Greener Devon Week** in October
- Reduce the **direct environmental impact** of the Partnership's activity



Our overall priorities continue

We believe all children and young people in Devon have the right to:



| Life Chances | Be Healthy and Well | Feel Safe | Be Protected from Harm |
|---|---|--|---|
| achieve their potential with the opportunities to thrive. | have the best start in life, stay well and thrive. With good information and specialist help when they need it. | be protected from neglect and supported when vulnerable. | be protected from harm, abuse and exploitation. |



Continued commitment to our purpose:

To ensure children and families get
the right support, at the right time, and in the right place.

And in response to the COVID-19 pandemic we will ensure all children **particularly the most vulnerable are connected to** learning, friends, community and to **build back better.**

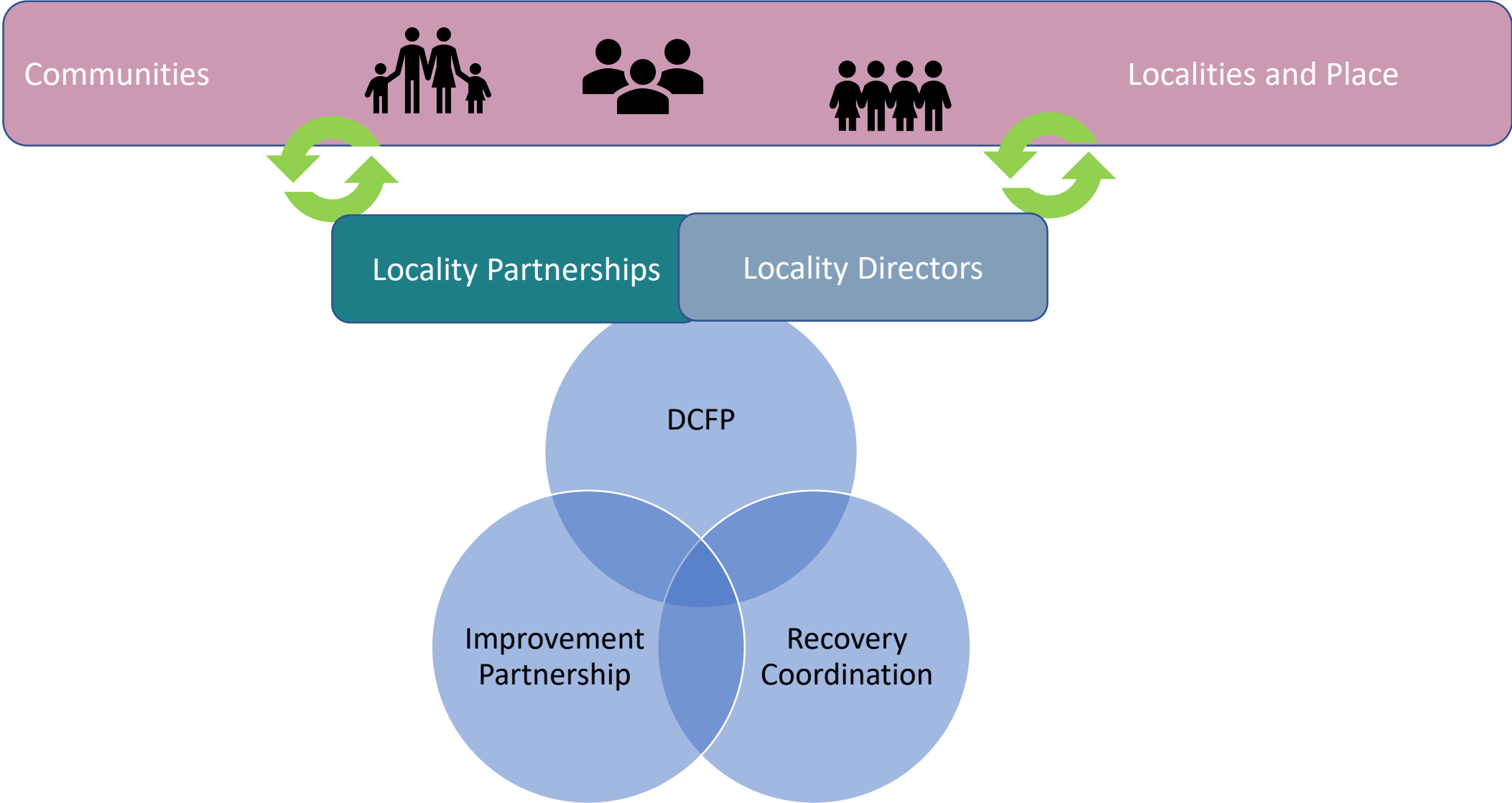


What we will continue with

What are we proud of from our response that we will continue with for the next year as an enhanced approach:

- Joint-working and information-sharing
- Early Help Triage
- Joint planning for adults with a mental health need and impact on children
- Clinics and training to staff from domestic violence and sexual abuse (DVSA) services
- Vulnerable pregnancies group expanded
- Virtual and digital offer for children and young people
- Continued face to face support
- Multi-agency wrap around care and support in residential and fostering settings to prevent disruption
- Flexibility in joint work, response and interventions
- Less assessment, more support

Communities transforming lives of families



How the Devon Children and Families Partnership works



Children and Families



Children's Scrutiny Committee
8 September 2020
CS2011

Social worker recruitment and retention: Social work workforce comparison with neighbouring authorities

Report of the Acting Head of Children's Social Care.

Please note that the following recommendations are subject to consideration and determination by the Committee before taking effect.

Recommendation: that the Children's Scrutiny Committee note the findings.

~~~~~

## 1. SUMMARY

Social work recruitment and retention is a priority for Children's Services in Devon.

- 1.1 This paper sets out the national and local context regarding social worker recruitment and considers the challenges currently facing Devon.
- 1.2 A proposal is put forward to establish a social work career pathway, in the context of the offers made by our neighbouring authorities.
- 1.3 Additional recruitment activity and incentives are also set out for consideration and recommendations made.

## 2. INTRODUCTION

- 2.1 Nationally there is a shortage of qualified social workers. Social work has been listed on the Shortage Occupation List since 2014<sup>1</sup> and this shortage is reflected across the UK, with additional challenges in rural and sparsely populated areas. Devon County Council needs to address both the impact of this shortage and the effect of local influences on recruitment and retention.
- 2.2 Turnover of social workers across England between 2015 and 2019 averaged 15.76% per year. By comparison across the same period Devon turnover averaged 17.7%. Turnover in 2020 is expected to be significantly higher than this.
- 2.3 Devon currently has an average turnover greater than both the average South West and National rate for comparison, retention of social work staff in neighbouring authorities across the same period 2015-2019 is as follows:

---

<sup>1</sup> Full Review of the Shortage Occupation List, May 2019, Migration Advisory Committee, <https://www.gov.uk/Government/organisations/migration-advisory-committee>



# Agenda Item 11

- Cornwall 11.06%,
- Plymouth 14.38%,
- Somerset 16.84%
- **Devon 17.7%**
- Dorset 18.76%,
- Torbay 22.94%.

2.4 Torbay and Dorset have recently revised their recruitment packages to address their retention challenges (see below).

2.5 Across the South West, a Memorandum of Understanding is in place for the terms and conditions for agency staff. In 2019, due to significant staffing shortages, Devon advised partners that it needed to step outside of the Memorandum to offer higher hourly rates to attract social workers in two localities (North and South Devon). This action was temporarily successful, but costs continued to rise as other areas have begun to rely more on agency staff.

2.6 There are 'hotspots' in relation to agency staff in the social work teams.

- Mid and East 35.5%
- South 29.6%
- Exeter 26%
- Disabled Children's Service 26%
- Corporate Parenting 16.9%
- North 14%

\*These figures do not include agency managers. In some areas 5/6 managers are agency colleagues.

2.7 The use of agency workers impacts on the budget. An agency worker on average costs £23,732 per annum more than a permanent worker. (£71,807 compared with £48,075 per year). Staff, understandably, become disillusioned when there are high numbers of agency workers being paid at significantly higher rates than the permanent staff. An embargo is in place for social workers who become agency colleagues in that they are not allowed to work for Devon for a year after their permanent employment ends.

2.8.1 There is competition between neighbouring local authorities for permanent qualified staff where variations in terms and conditions add to recruitment and retention difficulties. South Devon locality particularly loses social workers and managers to Torbay, Plymouth and Cornwall due to their attractive packages. Devon is not currently competitive with our neighbours, in relation to salary (see Appendix 1) and in the wider offer to social workers.

2.8.2 Cornwall for example, recognises its social workers through a 'Career and Qualification' pathway – which provides colleagues with career options and remuneration that match achievements. They offer career progression through a core curriculum of evidence-based practice skills and access to accredited post-qualifying awards.<sup>2</sup> Ofsted (2016) recognised that Cornwall's investment

---

<sup>2</sup> <https://www.cornwall.gov.uk/jobs-and-careers/work-in-social-care/childrens-social-worker-careers/>

in high quality training and support 'resulted in a skilled and stable workforce'. They went on to build upon this in 2020 with an Ofsted outstanding judgement.

2.8.3 Other local authorities have incentive schemes that Devon is not currently matching. For example, our near neighbours in Torbay offer:

- Golden hello - payment of up to a maximum of £3,000.
- Retention - receive up to £3,000 after 12 months completed service.
- Professional Subscriptions - workers receive reimbursement of professional subscription.
- Student Loan Allowance Scheme - workers receive reimbursement equivalent to between 50% to 100% of student loan payment each month.

(Four frontline managers from South Devon are currently moving to Torbay).

2.9 Locally, competition from neighbouring authorities impacts on our ability to recruit. A straightforward example is in relation to ongoing salary. Appendix One shows the difference in Devon's pay grade for social workers compared with neighbouring authorities. A comparison with Cornwall suggests an early salary advantage in Devon, but latterly as they become more experienced Devon's salary is lower. There is also career advantage (and therefore likely long-term retention incentive) in Cornwall. This means that after recruiting social workers through our successful ASYE programme they leave for other local authorities (for an increase in salary and leave offered for an experienced social worker). Devon has the second lowest 'end' salary for social workers across the South West.

2.10.1 Our approach in Devon since 2013 has been 'grow your own', resulting in the development of our Social Work Academy and a well-respected programme for newly qualified staff. However, this is not matched by a clearly mapped career progression route. Somerset has a progression career pathway with different routes depending on whether workers wish to remain in practice or become a manager. They also offer mentoring for social workers who are in their second year of practice (which appropriately tapers the support following the highly supported first year in practice). Dorset also have a new social work academy, and career pathway for the professional development of their staff.

2.10.2 Devon's ambition is to be a good authority, whose social workers are well trained, deliver positive interventions and improve outcomes for children and families. To achieve this ambition, we need a stable and largely permanent workforce. Whilst there are some strengths in our recruitment of Newly Qualified Social Workers and of overseas social workers, we need to improve our recruitment of experienced social workers, and ensure that we retain them

### **3. PROPOSAL AND RATIONALE**

3.1 Over the period December 2018 – July 2020, 21 permanent staff left (see Appendix 2) and 35 started, of whom 12 are social workers who have been recruited from overseas and 9 are newly qualified social workers in their assessed and supported year in employment (ASYE). Newly qualified social workers and those recruited from overseas both need additional support for a year to induct and familiarise them into the role. They also have a reduced caseload. Whilst we are keeping pace with this recruitment, the figures mask

# Agenda Item 11

the fact that we are not replacing 'like with like' in terms of experience. In the same period, 45 agency staff left (usually within one year) having covered vacancies for more experienced staff. This level of change impacts adversely on children and families and workers as in most circumstances notice given can be short.

- 3.2 Frequent changes lead to disrupted and delayed plans and poorer outcomes for children. Teams with high levels of social worker turn-over can lack cohesion, offer reduced support to colleagues and have lower local knowledge.
- 3.3 Devon County Council needs to become a more attractive option for social workers. In response to the 2020 Ofsted inadequate judgement we must demonstrate the progress we are making in practice and also recruit and maintain a stable workforce. The impact of Covid-19 across the UK provides an opportunity to promote Devon as a very safe place to live and work, where quality of life throughout the year is high.
- 3.4 A range of recruitment and retention actions to invest in our staff group are required to address this issue. The service completed a survey on retention in Spring 2020 with 212 responses from Children's Social Care. There was no one single influence for recruitment and retention. Workers advised comparable annual leave (with other authorities), recognised career pathway, recruitment and retention payments, achievement recognition, flexible working arrangements and car leases are all important. However current market supplements for managers mean they are not able to incorporate this into financial agreements such as mortgages.

To address these matters:

- We are developing a fully costed business case, as part of the preparations for the 2021 budget, which will clearly set out (on an invest to save basis) proposals to boost and sustain our social work workforce. The business case will be complete by September 2020.
- The Recruitment and Retention Strategy for Children's Social Work will provide a transparent framework for staff to broaden our recruitment profile, to set out our offer to new and existing staff. This will incorporate recruitment career pathways, accredited courses including the development of social work apprenticeships and fully exploiting all routes to qualification and employment as a social worker. This will need to be complemented by retention strategies which ensure that the newly qualified workers stay with Devon well beyond their ASYE year.
- The strategy will align Devon's Children's Services career pathway to a nationally recognised framework and will also offer some unification with Devon's Adult Services (who are also working to introduce the same scheme). The progression scheme is planned in two waves, the first wave is cost neutral and supports career development in respect of demonstrating skill and knowledge with progression through panels to evidence competence to advance. The second wave (under development) promotes, supports and incentivises career development (either into advanced practice or into

management) by setting out our learning and development offer to experienced staff alongside our recruitment and retention offers.

- The career pathway will clearly mark the transition between newly qualified social worker, social worker, and experienced social worker. This removes the current nonsensical leap after one year from 'newly qualified social worker' to 'senior social worker' (which for historical retention issues was introduced, but which puts too much pressure on relatively inexperienced workers, and which flattens the career progression opportunities).
- We are encouraging agency staff to become part of the permanent workforce, the planned changes outlined will assist with this. We are also promoting high quality supervision, development and support of workers across Devon, including strengthening of the development programme for experienced social workers.

There is, of course, a price tag attached to some, though not all of the proposals, which will be fully costed in the business case and considered corporately in the context of the significant challenges the Council is facing in the coming year and anticipated for future years.

## **4. OPTIONS / ALTERNATIVES**

The following alternative options have been considered and rejected.

- 4.1 Continue to operate with a high percentage of agency staff: this is expensive and not in the best interests of children and families representing very poor value for money. A reduction of agency workers by 20% (approximately 21 agency workers) will bring a saving of £498,372 based on the differential between an agency SW and a permanent equivalent.
- 4.2 In 2013, after Ofsted, Devon had its last major recruitment and retention difficulty. At that stage, additional financial incentives were paid to social workers as retention payments £2000 (pro rata for part time colleagues) paid over two instalments six months apart. Attraction payments (over the same period 2013-2014) were paid to new starters - £1000 on joining and £1000 six months later. Neither of these measures had an appreciable long-term impact.

## **5. CONSULTATIONS/REPRESENTATIONS/TECHNICAL DATA**

- 5.1 Consultation with social work staff took place via survey in Spring 2020, which highlighted that pay is not the sole reason that workers choose an employer and indicated a range of other reasons to join and stay.

## **6. FINANCIAL CONSIDERATIONS**

- 6.1 Wave 1 of the Career Progression Scheme to implement new job descriptions has been agreed and is cost neutral. (This will be implemented for joining workers – there will be no expectation of any existing 'senior social worker' dropping back to 'social worker' due to length of service unless they wish to.)

# Agenda Item 11

Wave 2 will be explored and costed with the Recruitment and Retention Strategy. Any associated changes which can be implemented without cost will be expedited. Options for improved recruitment and retention with associated cost will be proposed for agreement and will form part of the invest to save business case.

## **7. LEGAL CONSIDERATIONS**

- 7.1 The lawful implications of the proposals have been considered in the preparation of this report set out above. Devon is required to meet statutory functions in relation to work with children and families, some of which require qualified social workers to undertake the tasks. These proposals support our need to continue to recruit and retain high calibre social workers to meet these legal obligations. The legal implication of insufficient social workers would be a failure on the part of the local authority to exercise its statutory duty to safeguard children.

## **8. ENVIRONMENTAL IMPACT CONSIDERATIONS (INCLUDING CLIMATE CHANGE)**

- 8.1 In general terms, the likely environmental impact of this recruitment and retention work would be neutral, but the social capital (in respect of safeguarded children, functioning families and promoting of best outcomes) is expected to be positive.

## **9. EQUALITY CONSIDERATIONS**

- 9.1 The appointment of competent permanent social workers will have a positive impact on children and families in our communities – specifically those who are in need or who require protection.

Support groups are in place for staff in some minority groups such as LGBTQ and BAME. This therefore also promotes equality of opportunity for applicants and members of staff.

## **10. RISK MANAGEMENT CONSIDERATIONS**

- 10.1 This proposal has been assessed and all necessary safeguards or action have been included to safeguard the Council's position. The risks identified are largely manageable within 'business as usual' – for example financial risks due to insufficient permanent staff recruited and agency staff continue to be required at high cost.
- 10.2 Further potential risks include insufficient recruitment (permanent and agency social workers) leading to children's cases not being able to be allocated, and children being left at risk. Managers within the service are alert to this and take necessary remedial action to reduce risk, but the long-term implication is a possibility of statutory work remaining undone or being delayed.

## **11. PUBLIC HEALTH IMPACT**

- 11.1 Public health impacts on the general population of these proposals would be minimal, but lack of social workers could be profound on the health and well being of individual children and their families.

## **12. SUMMARY RECOMMENDATIONS**

- 12.1 It is recommended that Scrutiny Committee note the rationale and proposals for aligning Devon Children's Services against the national framework for career progression and the case for improving our offer to social workers. This is to stabilise and value our workforce and promote better outcomes for children and young people. These measures will help us to be able to meet our statutory obligations to children and families and will promote the development of a skilled and effective workforce.

Rachel Gillott  
Acting Head of Service

[Electoral Divisions: All]

Cabinet Member for Children's Services: Councillor James McInnes

Chief Officer: Jo Olsson / Acting Head of Service; Rachel Gillott

## **LOCAL GOVERNMENT ACT 1972: LIST OF BACKGROUND PAPERS**

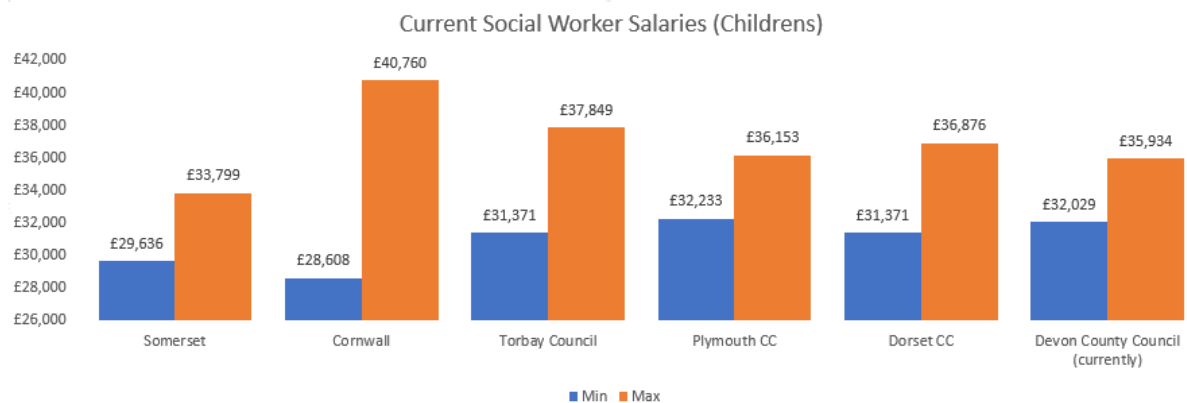
Contact for Enquiries: [Andrea Morris](#)  
Tel No: 01392 38000

| <b>BACKGROUND PAPER</b> | <b>DATE</b> | <b>FILE REFERENCE</b> |
|-------------------------|-------------|-----------------------|
| Nil                     |             |                       |

# Agenda Item 11

## Appendix 1

Comparison of South West Peninsula starting and end salaries for social workers  
(as at June 2020)



## Appendix 2 December 2018 – July 2020 Breakdown of Social Workers Leaving Devon

| Row Labels                      | Count of Length of Service Sum |
|---------------------------------|--------------------------------|
| <b>1 to 2 yrs</b>               | <b>6</b>                       |
| Newly Qualified Social Worker   | 2                              |
| Senior Social Worker            | 4                              |
| <b>10 yrs +</b>                 | <b>3</b>                       |
| Senior Social Worker            | 2                              |
| Senior Social Worker - Plymouth | 1                              |
| <b>2 to 5 yrs</b>               | <b>5</b>                       |
| Senior Social Worker            | 5                              |
| <b>5 to 10 yrs</b>              | <b>5</b>                       |
| Newly Qualified Social Worker   | 1                              |
| Senior Social Worker            | 4                              |
| <b>Less Than 12 mths</b>        | <b>2</b>                       |
| Senior Social Worker            | 2                              |
| <b>Grand Total</b>              | <b>21</b>                      |

Note: The Plymouth reference is a legacy title with regard to a worker who chose to retain Plymouth terms and conditions on transfer to Adopt South West (hosted by Devon)