



Title: **Children's Partnership Improvement Plan – Progress Update and Report Card**

Wards Affected: **All**

To: **Overview and Scrutiny Board** On: **18 July 2012**

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1. Key points and Summary

1.1 This report updates the Board on the progress made across the seven projects that make up the Children's Partnership Improvement Plan. It also provides an overview of progress via the improvement report card (appendix 1)

2. Programme action progress

Project 1 – Management development

2.1 **Performance Management** - The introduction of a new performance management system is underway and on schedule. A competency framework based on the national professional competency framework has begun to be piloted with key social care managers in June. Social workers have been consulted about the competency framework and supervision model.

2.2 **Improved Case Supervision** -The priority to introduce a new reflective model has begun and is being currently in the process of being implemented across social care. This is in line with the expectations to address this as a priority area. Peer implementation of the model has begun across some teams and will be backed up by formal training in September 2012. The wider implementation of the supervision and appraisal model is being rolled out in phase 3 starting mid September.

2.3 **Improving Case Management** - Significant actions in the case management package have been reviewed and reallocated to other existing work packages. The actions underlying this work package will be carried out elsewhere in the programme.

Project 2 – remodelling social work structures

2.4 **Restructuring Social Work** - The introduction of a new structure for community services has been completed and the work package has been closed down in light of the sustained lowered caseload levels and improvements in the level of reported access to front line managers compared to 2011. Ongoing monitoring of the impact will be continued through the Children's Improvement Board (CIB) report card via (T26, T28 & 29) and the new services level report card that has

been developed from the Quality Assurance Framework developed under Project 5 work package 3.

In light of the improvements required in Adoption and Fostering a new work package is being created to deliver the structural changes in this service.

- 2.5 **Recruitment and Retention** - Vacancy rates remain high in social care. A detailed proposal to improve the recruitment and retention of social workers was approved by the council (25/5/12). The new recruitment and retention plan will significantly enhance the recruitment package offered staff including the use of hosts, offer retention payments to community social care staff. In addition, national recruitment fares are being targeted plan and Local Authorities currently losing social care staff. A recruitment agency is being employed to head hunt managers and the online recruitment site is being upgraded.
- 2.6 **Re-engineering of Business processes and systems.** A work package addressing improvements to the business support and IT support process has been properly initiated. A first quick win to remove all unnecessary ICS boxes from core assessments has begun. The work package will also see the implementation of improvements to the electronic capture of care costs that will see the removal of outdated and cost paper based processes.

Project 3 – Improving Assessment & Case planning

- 2.7 **Children in Need (CIN) Planning Process, Integrated Assessments and Improving Chronologies.** The initiation of the work package on CIN planning has been deferred subject to the development of an outline framework for CIN and early help. A key session introducing the outline framework will take place on the 27th June. The Draft brief for this work package will be reviewed in light of the 27th June.
- 2.8 **Introduce Practice Standards Manual.** A core standards document has been written and is being considered for implementation. A more thorough consideration of the planned rapid introduction of policies is currently being reviewed in light of the feedback from the Peer review. The timescales for this change will be extended.
- 2.9 **Commissioning of Specialist Assessments.** A new and improved process for commissioning high cost parenting assessment went live in May 2012. The Peer review commented favourably of this change and the potential for its impact on the progression of court ordered assessments.
- 2.10 **Prevention from Harm.** A draft brief has been produced for the implementation of a range of tools to improve the assessment and planning for drug and alcohol abuse, adult mental health and domestic violence. The brief is now being reviewed by senior managers in social care and health. Implementation can be once this review has been completed.

Project 4 - Integrating frontline practice

- 2.11 **Remodelling, including co-location –** Co-location and workforce development is being split. Co-location will be led by a senior manager from health and workforce development will be led by a colleague from Children Services.

- 2.12 **Multiagency workforce development** - The newly formed work package will take forward the development of shared workforce development opportunities including, shared induction and greater opportunity for cross professional peer learning through job shadowing etc. A voluntary sector representative will be identified as part of this group.
- 2.13 **Integrated working, early help** - The integrated working and early help package will start following the session introducing the outline framework on CIN and early help on the 27th June.
- 2.14 **Intensive Family Support Services** - The intensive family support service will enter close down subject to the feedback from an external review which is due to produce its draft findings in July. The Peer review was positive about this provision. The ongoing monitoring of this service will be maintained through the CIB and Children's Services report card.
- 2.15 **The Child's Journey** - The child's journey work package is entering close down subject to more evaluation of its impact. Ongoing monitoring of the impact of the child's journey will be possible through the CIB report card (indicators T1, T2, T4 and T6). Actions that impact on the Hub will be carried out by the collocation and CIN work packages. The impact operation of the Hub will also continue through the new service level report card in Children's Services.
- 2.16 **Improving infrastructure for receiving referrals** - The safeguarding hub is fully operational and is working with 120+ contacts a week. An initial evaluation with stakeholders completed before 21st May identified that the hub was having a positive effect on practice. The work package will continue with the trialling of a multi-agency enquiry form based around the child's journey. Ongoing monitoring of the impact of the child's journey will be possible through the CIB report card (indicators T1, T2, T4 and T6).
- 2.17 **Improving the response to domestic violence** - Work on the development of services to address domestic violence is being taken forward by community safety.
- 2.18 **Outcomes Star Performance Measurement** - The piloting of the outcomes star model for developing family led targets and the potential of measuring distance travelled will begin in July. The group managing the implementation is benefiting from the contribution of lead Children's Partnership Improvement Programme (CPIP) voluntary sector representative.

Project 5 – Improving the Quality and Management of Child Protection

- 2.19 **Developing local Child Protection (CP) policy & guidance** - The development of local CP policy and guidance is in the early stages. A team development plan identifying the deficits and the actions required to change practice was developed in time for the peer review. A work package lead partners has been potentially identified to lead this work.
- 2.20 **Developing & Implementing Assessment Tools – This has been merged into Project 3 – Prevention from harm work package.** A single standard risk assessment tool has been agreed and begun to be implemented across social care. Paris matches the requirements of the risk assessment tool.

- 2.21 **Developing and Implementing Quality Assurance Framework (QAF)** - The first phase of development and introduction of the Quality Assurance and performance management framework is nearing completion. The new case audit tool, originally drafted following the new agreed practice standards, is now being simplified following testing by Children's Services Senior Leadership Team. Additional guidance to support consistent judgements was also identified as a need following the testing of the previous audit tool. The next phase to develop a report card to support the implementation of the QAF is underway, with a first draft of the card to be ready by June 30th. This will provide managers with the most extensive set of qualitative and quantitative yet to support a thorough review of service quality and impact.
- 2.22 **Review all existing CP plans** - The review of CP cases begun with the pilot testing of the new audit tool by a multi-agency group W/S 23/4/12. An additional audit 22 CP case 18 months plus has been completed and the findings has been reported.
- 2.23 **Review Emergency Duty Service (EDS) arrangements** - Review of EDS is being led Health as the lead commissioner. An external person has been secured to review the operation of EDS. A consistent operational lead has been identified to engage with MARAC (Multi Agency Risk Assessment Conference) and MAPPA (Multi Agency Public Protection Arrangements) and a work package lead has been identified will help ensure this work package starts.

Project 6 – Development of Governance

- 2.24 **Partnership responsibilities and relationships -& Raising awareness of Safeguarding and the Torbay Safeguarding Children Board (TSCB).** The development of partnership responsibilities and raising awareness are both underway and on schedule. A range of new promotional materials including highlighting the themes from SCRs has been produced and a major neglect conference scheduled will have taken place on the 26th June. Going forward the raising awareness package will be led the voluntary sector CPIP lead.
- 2.25 **Commissioning for improved safeguarding standards** - An initial project on commissioning occurred in May. A brief is underdevelopment that draws on the experience and knowledge of the work and practice developed through the regional purchasing arrangements already in place for the commissioning of children's residential and fostering placements.

Project 7 – Involving the community and using Knowledge and skills

- 2.26 **Creating the book** - The creating the book work package has been disbanded. There were no Serious Case Review (SCR) actions underpinning this work.
- 2.27 **Childhood poverty including corporate responsibility** - The child poverty strategy will presented to council in July.
- 2.28 **Developing social capital** - The development of social capital led by the voluntary sector has started and 7 programmes have been funded. The Asset Based Community Development (ABCD) community engagement and development model has been promoted across the voluntary sector and with members. More work is needed to ensure that pace is maintained that will involve the use of the voluntary sector secondment.

