

Children's Improvement Plan  
Quarterly Update Q2 July –  
September 2018  
Update for Scrutiny 7 December  
2018

# Children's Improvement Plan

# Quarter 2 overview

CURRENT Overall RAG/DoT
Ⓐ

PREVIOUS Overall RAG/DoT
Ⓐ

Progress
Ⓐ

Finance
NA

Risks / Issues
Ⓐ

Recent Activity / Headlines
<ul style="list-style-type: none"> <li>Q2 reporting completed</li> <li>Only 1% of the actions for the Improvement Plan are red</li> <li>The recommendations of most concern are:               <ul style="list-style-type: none"> <li>CSE (Rec. no. 6)</li> <li>CLA in EET (Rec. no. 9)</li> <li>Management Oversight (Rec. no. 10) – accounting for the single red action and 14 of the red KPI.</li> </ul> </li> <li><b>CSE:</b> The MACSE meetings provides the framework to allow regular information sharing and enables the Service Lead to identify themes, patterns and trends emerging from the meetings in relation to CSE locally.</li> <li><b>CLA in EET:</b> the action relating to Care Leaver Offer has changed from green to red this quarter – there is a huge amount of activity including some very innovative work to attract care leavers to apprenticeships for CLA across CCC (leading), CPFT and NCHUT, however there has been poor take up. Actions are in place to monitor current activity to improve uptake.</li> <li><b>Management Oversight:</b> the KPI for CP and CiN cases is still not showing improved performance although SW supervision is recorded against CLA cases and this is showing amber performance</li> <li>There are good mitigating actions in place across the 10 recommendations.</li> <li>Good progress has been made in reporting the feedback and quality measures across all of the recommendations</li> </ul>

Workstream
Activity
KPI
QA measures
Feedback measures

RAG / DoT
Ⓐ
Ⓑ
Ⓐ
Ⓐ

Highlight / Exception Reporting
<ul style="list-style-type: none"> <li>39 actions <b>Green</b></li> <li>24 actions <b>Amber</b></li> <li>1 actions <b>Red</b></li> <li>2 actions blue</li> <li>2 no update required</li> </ul>
<ul style="list-style-type: none"> <li>23 indicators <b>Green</b></li> <li>3 indicators <b>Amber</b></li> <li>16 indicators <b>Red</b></li> </ul>
<ul style="list-style-type: none"> <li>6 measures <b>Green</b></li> <li>10 measures <b>Amber</b></li> <li>0 measures <b>Red</b></li> </ul>
<ul style="list-style-type: none"> <li>14 measures <b>Green</b></li> <li>4 measures <b>Amber</b></li> <li>1 measures <b>Red</b></li> </ul>

Key Risks	Mitigation	RAG
There is risk that activity will not deliver expected outcomes	Monitoring of outcomes is rigorous to ensure impacts are achieved	Ⓐ

Planned Activity / Decisions / Milestones
<ul style="list-style-type: none"> <li>The Joint Chairs Group will receive the Plan at their next meeting in November</li> </ul>
<b>Decisions:</b> <ul style="list-style-type: none"> <li>The bid for DfE funding was unsuccessful. A decision needs to be made if the LA will progress a dedicated CSE/exploitation team.</li> <li>Is the new format helpful in understanding progress and raising concerns?</li> </ul>

# Overall Plan

## Actions

(70 actions)



## Key Performance Indicators

(44 KPIs)



## Quality (Results of audits)

(16 measures)



## Feedback (Progress)

(19 measures)



# Early Help

Work with partners to ensure that children supported by early help services are progressed for social work assessment at the right time if their needs increase

## Actions

(7 actions)



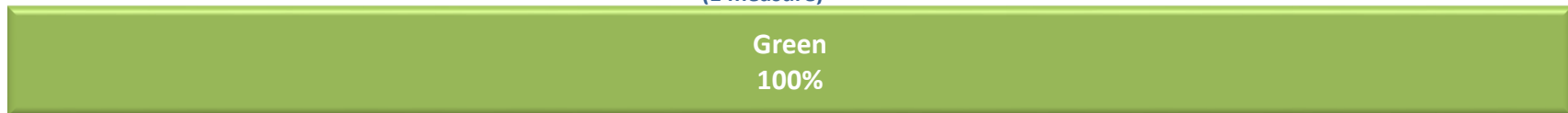
## Key Performance Indicators

(5 KPIs)



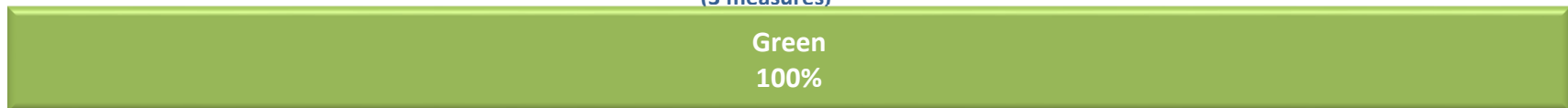
## Quality (Results of audits)

(1 measure)



## Feedback (Progress)

(3 measures)



# Reassessment

Make sure that social workers routinely update assessments to re-evaluate the impact of changes in children's lives and that these lead to detailed plans that also address contingency planning for children

## Actions

(4 actions)

Green  
100%

## Key Performance Indicators

(5 KPIs)

Green  
40%

Red  
60%

## Quality (Results of audits)

(3 measures)

Amber  
100%

## Feedback (Progress)

(1 measure)

Red  
100%

# Children with Disabilities

Improve consistency in the quality of social work practice for disabled children, including assessments and care

## Actions

(5 actions)

Amber  
100%

## Key Performance Indicators

None

## Quality (Results of audits)

(1 measure)

Amber  
100%

## Feedback (Progress)

(1 measure)

Amber  
100%

# Transition

Improve coordination between children's and adult services and health partners to make transition arrangements to adult services timely and effective

## Actions

(5 actions)



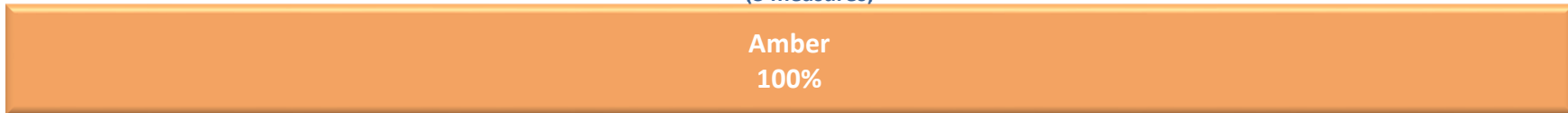
## Key Performance Indicators

(2 KPIs)



## Quality (Results of audits)

(3 measures)



## Feedback (Progress)

(5 measures)



# Homelessness

When young people present as homeless, make sure that they have their needs assessed by social workers, and that assessments include full consideration of their history and if they need to become looked after by the local authority

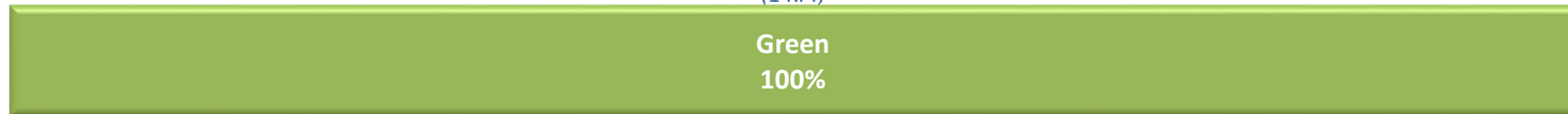
## Actions

(4 actions)



## Key Performance Indicators

(1 KPI)



## Quality (Results of audits)

(2 measures)



## Feedback (Progress)

(1 measure)





# Connected People

Ensure that when children move to live with extended family or friends as part of plans to keep them safe, appropriate regulation and case law informs decision-making about the status of the arrangements. This includes undertaking good quality assessments of connected people when appropriate

## Actions

(6 actions)



## Key Performance Indicators

(2 KPIs)



## Quality (Progress)

(1 measure)



## Feedback (Progress)

(1 measure)



# Sufficiency

Address the lack of sufficiency of foster placements to prevent children experiencing additional placement moves

## Actions

(6 actions)

Green  
100%

## Key Performance Indicators

(7 KPIs)

Green  
71%

Amber  
14%

Red  
14%

## Quality (Results of audits)

(1 measure)

Green  
100%

## Feedback (Progress)

(2 measures)

Green  
100%

# CSE

Continue to work with the other agencies across the partnership to improve the coordination and service delivery of support to children at risk of sexual exploitation

## Actions

(15 actions)



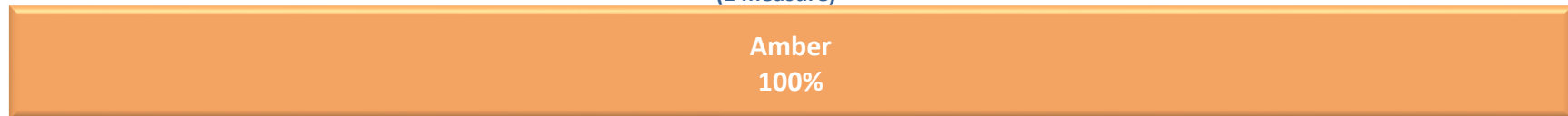
## Key Performance Indicators

(9 KPIs)



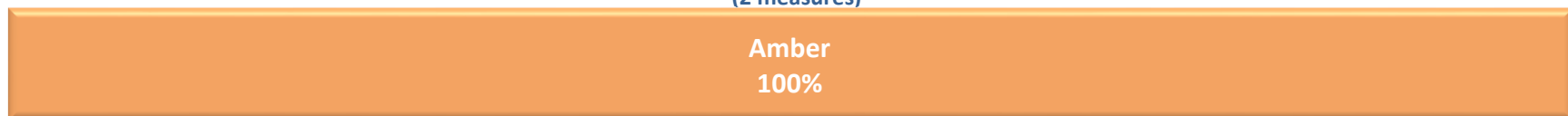
## Quality (Results of audits)

(1 measure)



## Feedback (Progress)

(2 measures)



# CSE

- The bid for DfE funding for a dedicated exploitation team was unsuccessful and a decision needs to be made if the LA will now progress this.
- The LSCB CSE subgroup has now widened its remit to missing, exploited and trafficked children. In November the performance scorecard which incorporate measures related to all forms of exploitation
- Protocol for ABE interviews is in development – Police will lead interviews but our staff need the awareness, and staff need to be involved in supporting the child.
- Regular comms on CSE is shared via the LSCB newsletter and schools are targeted for CSE training. CSE training is updated regularly to provide the current picture in relation to CSE and e-safety A train the trainer event was held in July to widen the CSE training pool with further training events planned for 2018/19. Adult services and EH teams are targeted to attend the training
- The MACSE meeting provides the framework to allow regular information sharing and enables the Service Lead to identify themes, patterns and trends emerging from the meetings in relation to CSE locally. These meetings also identify links and inform practice. Learning is shared via the Strategic Group and cascaded.

KPI	Figure will:	March 2018	RAG	Target March 2019	September 2018		
					Value	RAG	DoT
Number of contacts into the Safeguarding Hub where CSE is a presenting issue	Increase	205	N/A	Increase	5	Red	⊕
Number of CSE category 1	Increase	81	N/A	Increase	67	Red	⊕
Number of CSE category 2	Increase	22	N/A	Increase	7	Red	⊕
Number of CSE category 3	Increase	4	N/A	Increase	4	Green	⊕
Number of CSE related Early Help Plans	Increase	12	N/A	Increase	13	Green	⊕
Number of CSE related Child in Need plans	Increase	37	N/A	Increase	19	Red	∅
Number of CSE related Child Protection plans	Increase	30	N/A	Increase	16	Red	⊕
Number of CSE related Child Looked After plans	Increase	22	N/A	Increase	20	Amber	⊕
Percentage of CSE category 1/2/3 with up to date RAT	Increase	80%	N/A	Increase	53%	Red	⊕

Quality Measure	Frequency	Collection Method	October 2018 update
Dip sampling of audits show where CSE has been flagged as an issue - that appropriate tools and resources have been used by the practitioner	Six monthly	Dip sample of cases with CSE flag, or review CSE sample from monthly audits (3 included per month)	Dip sample CSE audits undertaken in July 2018 (two from each district). Report with themes produced and shared, actions discussed at CIB. Audits identified inconsistencies in use of RAT, CSE action plan and quality of management oversight

Feedback Measure	Frequency	Collection Method	October 2018 update
Young people who have been identified as at risk of CSE will report that they feel supported by and listened to by agencies working with them	Six monthly	As part of the LSCB PMQAG audit process	PMQAG will be reviewing CSE cases in January 2019
Practitioners will say they are confident in identifying CSE and working with children and young people who are affected	Annually (baseline in place)	LSCB online staff survey (last issued September 2018)	Survey was run in September 2018, responses to this question indicated 81.58 answered YES to this question 10.53% responded No and others said not applicable to their role

# EET opportunities for CLA

Initiate an accessible scheme of work experience, traineeships and apprenticeships. Ensure that CLA and care leavers are given full support to help them take up the opportunities and monitor the effectiveness of them

## Actions

(10 actions)



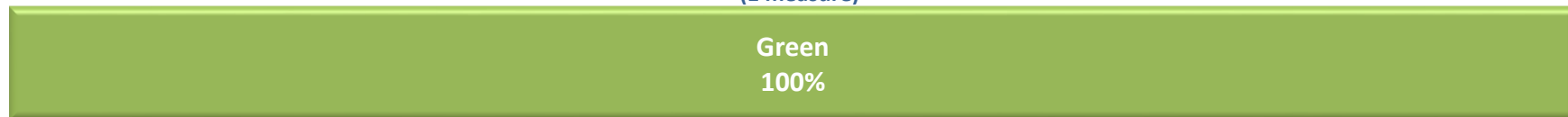
## Key Performance Indicators

(5 KPIs)



## Quality (Results of audits)

(1 measure)



## Feedback (Progress)

(1 measure)



# EET opportunities for CLA

CCC are leading on the development of a 15 week Traineeship Programme with CPFT and NCUHT in the North and the West of the county. Following a poor response from Care Leavers, the programme has now been targeted at those who are NEET and promoted wider through social media; radio and the CCC website.

In Barrow, a CCC Work Experience Programme has been developed specifically for children in care/care leavers although the response to date from the young people has been very poor.

There has also been an offer from East Cumbria Family Support and GLL (district leisure centres) via Active Cumbria to look at apprenticeships and other qualifications or work experience. An updated PEP for post 16s called "My Future Plan" has been in place since September 2017 and PEP training is available to social workers and personal advisers via the Virtual School team. Secondary PEPs are being updated for 2018-2019 to include Hello Future website.

3 students are now taking part in the Building Futures Mentoring Programme.

KPI	Figure will:	March 2018	RAG	Target March 2019	September 2018		
					Value	RAG	DoT
Number of offers of work experience made to Children Looked After within the Council	Increase	N/A	N/A	Align with CPDP target	NYA	N/a	N/A
Care leavers in education, employment and training - current	Increase	58.4%	Red	65%	58.6%	Green	∅
Care leavers aged 19, 20 and 21 in higher education	Increase	10.5%	Red	12%	6.90%	Red	∅
Looked After Children – number of school moves	Decrease	14/month (average)	N/A	Decrease	27	Red	∅
CLA aged 16+ with up to date PEP	Increase	41% (tbc by PC)	Red	90%	64.2%	Red	∅

Quality Measure	Frequency	Collection Method	October 2018 update
50% of Care Leavers Audits will be GOOD or better	Quarterly	Regular Directorate Audits	Q2 86% were graded good or better

Feedback Measure	Frequency	Collection Method	October 2018 update
CLA will say they have experienced good, relevant and accessible works' experience, traineeship and apprenticeship	Six monthly	Feedback form to be developed with Care Leaving team to capture the young persons experience in relation to work experience etc.	Questionnaire agreed with staff running work experience project in Barrow in November. Awareness raised with team working on apprenticeships for need for SUF to be built into their schemes - to be followed up to define next steps



# Management Oversight

Ensure that robust oversight of casework by managers leads to good quality social work practice

## Actions

(6 actions)



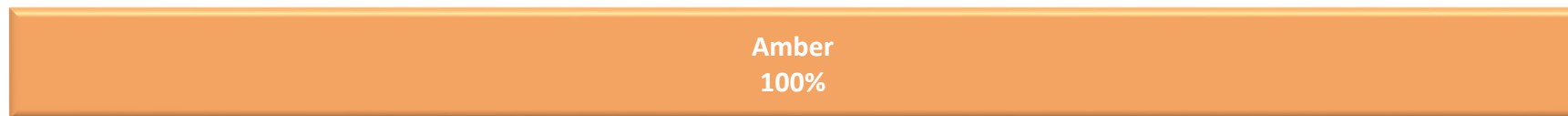
## Key Performance Indicators

(8 KPIs)



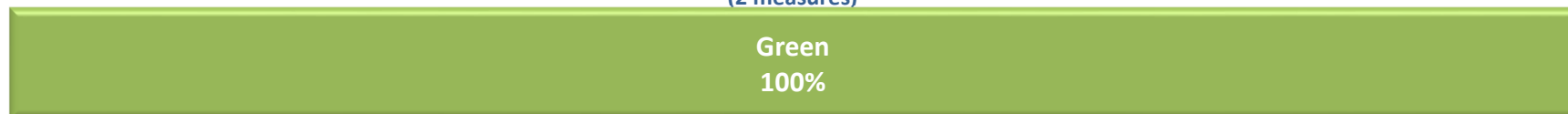
## Quality (Results of audits)

(2 measures)



## Feedback (Progress)

(2 measures)



# Management Oversight

Scheme of delegation regarding children coming in to care has been revised so certain age groups have oversight by AD. The 0-19 recommissioning will ensure that our early help offer is more effective and efficient in meeting demand earlier.

Signs of Safety (SOS) Implementation plan is in place and the project plan is being reviewed for the next phase. An interim evaluation report has been completed and has highlighted areas of strength in the programme as well as areas for development. Group supervision under SOS is being carried out across teams and evidence of the use of the SOS methodology is evident in practice and highlighted through monthly audits.

A task and finish group have produced a draft set of practice standards which is due to be discussed by Leadership and Management Team on the 5th November 2018

KPI	Figure will:	March 2018	RAG	Target March 2019	September 2018		
					Value	RAG	DoT
Cases with up to date social worker supervision on child's record - CIN	Increase	37%	Red	65% (August 2018)	35.0%	Red	⊘
Cases with up to date social worker supervision on child's record - CP	Increase	40%	Red	65% (August 2018)	23.5%	Red	⊘
Cases with up to date social worker supervision on child's record - CLA	Increase	67%	Red	75% (August 2018)	70.9%	Amber	∅
Number/rate of children subject of CP plan	Decrease	66 (611)	Red	56 (519)	62.4	Red	∅
Percentage of audits judged as good or outstanding	Increase	43%	Red	60% (Sept 2018)	60%	Green	∅
Referrals within 12 months of a previous referral	Decrease	20.9%	Green	20%	20.9%	Green	∅
Children subject of repeat CP plan within 2 years	Decrease	11.3%	Red	10%	13.8%	Red	⊘
CP plans lasting over 2 years	Maintain	2.3%	Green	2.30%	1.9%	Green	∅

Quality Measure	Frequency	Collection Method	October 2018 update
Audits evidence that supervision is being used to focus on the experience of the child and further challenge and address issues of drift and delay (target is 90%)	Quarterly	Standard monthly audits	Q2 83% of audits responded positively to the first question 70% of audits responded positively to the second question
Audits show that supervision is regular, of good quality and reflective (target is 90%)	Quarterly		

Feedback Measure	Frequency	Collection Method	October 2018 update
Social workers will say that they receive appropriate feedback on their performance	Annually (baselines in place)	Signs of Safety staff survey	Annual measure - survey due to run again in Feb/March 2019
Social workers will say that the culture in their team makes it easy to learn from the practice difficulties experienced by others			

# Next steps

- Review and light touch refresh of the plan  
December/January are the milestones and indicators correct? Are the actions the right ones to secure the desired impact?
- Deep dive at Q3 Joint Chairs Oversight Board into 3 areas of the plan; management oversight, CSE and EET opportunities for CLA.