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

Recent Activity / Headlines

- Q2 reporting completed
- Only 1% of the actions for the Improvement Plan are red
- The recommendations of most concern are:
  - CSE (Rec. no. 6)
  - CLA in EET (Rec. no. 9)
  - Management Oversight (Rec. no. 10)
- CSE: The MACSE meetings provide 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.
- CLA in EET: 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.
- Management Oversight: 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
- There are good mitigating actions in place across the 10 recommendations.
- Good progress has been made in reporting the feedback and quality measures across all of the recommendations

Quarter 2 overview

<table>
<thead>
<tr>
<th>Workstream</th>
<th>RAG / DoT</th>
<th>Highlight / Exception Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity</td>
<td></td>
<td>5 39 actions Green</td>
</tr>
<tr>
<td>KPI</td>
<td></td>
<td>5 23 indicators Green</td>
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<tr>
<td>QA measures</td>
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<td>5 6 measures Green</td>
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<tr>
<td>Feedback measures</td>
<td></td>
<td>5 14 measures Green</td>
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</tbody>
</table>

Planned Activity / Decisions / Milestones

- The Joint Chairs Group will receive the Plan at their next meeting in November

Decisions:
- The bid for DfE funding was unsuccessful. A decision needs to be made if the LA will progress a dedicated CSE/exploitation team.
- Is the new format helpful in understanding progress and raising concerns?
Overall Plan

**Actions**
(70 actions)

- Green: 56%
- Amber: 34%
- Red: 1%
- Blue: 3%

**Key Performance Indicators**
(44 KPIs)

- Green: 52%
- Amber: 7%
- Red: 36%

**Quality (Results of audits)**
(16 measures)

- Green: 38%
- Amber: 63%

**Feedback (Progress)**
(19 measures)

- Green: 74%
- Amber: 21%
- Red: 5%
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)

- Green 29%
- Amber 71%

**Key Performance Indicators**
(5 KPIs)

- Green 100%

**Quality (Results of audits)**
(1 measure)

- Green 100%

**Feedback (Progress)**
(3 measures)

- Green 100%
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)

- Green 20%
- Blue 40%
- No update required 40%

Key Performance Indicators
(2 KPIs)

- Green 50%
- In development 50%

Quality (Results of audits)
(3 measures)

- Amber 100%

Feedback (Progress)
(5 measures)

- Green 100%
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)

- **Green** 50%
- **Amber** 50%

### Key Performance Indicators
(1 KPI)

- **Green** 100%

### Quality (Results of audits)
(2 measures)

- **Green** 100%

### Feedback (Progress)
(1 measure)

- **Green** 100%
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.
Sufficiency

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

Actions
(6 actions)

Key Performance Indicators
(7 KPIs)

Quality (Results of audits)
(1 measure)

Feedback (Progress)
(2 measures)
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)

- Green 60%
- Amber 40%

**Key Performance Indicators**
(9 KPIs)

- Green 22%
- Amber 11%
- Red 67%

**Quality (Results of audits)**
(1 measure)

- Amber 100%

**Feedback (Progress)**
(2 measures)

- Amber 100%
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.

<table>
<thead>
<tr>
<th>KPI</th>
<th>March 2018</th>
<th>RAG</th>
<th>Target March 2019</th>
<th>September 2018</th>
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</thead>
<tbody>
<tr>
<td>Number of contacts into the Safeguarding Hub where CSE is a presenting issue</td>
<td>Increase 205</td>
<td>N/A</td>
<td>Increase 5</td>
<td>Red</td>
</tr>
<tr>
<td>Number of CSE category 1</td>
<td>Increase 81</td>
<td>N/A</td>
<td>Increase 67</td>
<td>Red</td>
</tr>
<tr>
<td>Number of CSE category 2</td>
<td>Increase 22</td>
<td>N/A</td>
<td>Increase 7</td>
<td>Red</td>
</tr>
<tr>
<td>Number of CSE category 3</td>
<td>Increase 4</td>
<td>N/A</td>
<td>Increase 4</td>
<td>Green</td>
</tr>
<tr>
<td>Number of CSE related Early Help Plans</td>
<td>Increase 12</td>
<td>N/A</td>
<td>Increase 13</td>
<td>Green</td>
</tr>
<tr>
<td>Number of CSE related Child in Need plans</td>
<td>Increase 37</td>
<td>N/A</td>
<td>Increase 19</td>
<td>Red</td>
</tr>
<tr>
<td>Number of CSE related Child Protection plans</td>
<td>Increase 30</td>
<td>N/A</td>
<td>Increase 16</td>
<td>Red</td>
</tr>
<tr>
<td>Number of CSE related Child Looked After plans</td>
<td>Increase 22</td>
<td>N/A</td>
<td>Increase 20</td>
<td>Amber</td>
</tr>
<tr>
<td>Percentage of CSE category 1/2/3 with up to date RAT</td>
<td>Increase 80%</td>
<td>N/A</td>
<td>Increase 53%</td>
<td>Red</td>
</tr>
<tr>
<td>Quality Measure</td>
<td>Frequency</td>
<td>Collection Method</td>
<td>October 2018 update</td>
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<tr>
<td>Dip sampling of audits show where CSE has been flagged as an issue - that appropriate tools and resources have been used by the practitioner</td>
<td>Six monthly</td>
<td>Dip sample of cases with CSE flag, or review CSE sample from monthly audits (3 included per month)</td>
<td>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</td>
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<tr>
<td>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</td>
<td>Six monthly</td>
<td>As part of the LSCB PMQAG audit process</td>
<td>PMQAG will be reviewing CSE cases in January 2019</td>
</tr>
<tr>
<td>Practitioners will say they are confident in identifying CSE and working with children and young people who are affected</td>
<td>Annually (baseline in place)</td>
<td>LSCB online staff survey (last issued September 2018)</td>
<td>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</td>
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</tbody>
</table>
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)

- Green 80%
- Amber 10%
- Red 10%

**Key Performance Indicators**
(5 KPIs)

- Green 20%
- Red 60%
- In development 20%

**Quality (Results of audits)**
(1 measure)

- Green 100%

**Feedback (Progress)**
(1 measure)

- Amber 100%
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 advisors 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.

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<tr>
<td>Number of offers of work experience made to Children Looked After within the Council</td>
<td>Increase</td>
<td>N/A</td>
<td>N/A</td>
<td>Align with CPDP target</td>
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<td>N/A</td>
<td>NYA</td>
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<td>N/a</td>
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<td>N/A</td>
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<tr>
<td>Care leavers in education, employment and training - current</td>
<td>Increase</td>
<td>58.4%</td>
<td>Red</td>
<td>65%</td>
<td>58.6%</td>
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<td>Care leavers aged 19, 20 and 21 in higher education</td>
<td>Increase</td>
<td>10.5%</td>
<td>Red</td>
<td>12%</td>
<td>6.90%</td>
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<td>Red</td>
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<tr>
<td>Looked After Children – number of school moves</td>
<td>Decrease</td>
<td>14/month (average)</td>
<td>N/A</td>
<td>Decrease 27</td>
<td>Red</td>
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<tr>
<td>CLA aged 16+ with up to date PEP</td>
<td>Increase</td>
<td>41% (tbc by PC)</td>
<td>Red</td>
<td>90%</td>
<td>64.2%</td>
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<tr>
<td>50% of Care Leavers Audits will be GOOD or better</td>
<td>Quarterly</td>
<td>Regular Directorate Audits</td>
<td>Q2 86% were graded good or better</td>
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</tbody>
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<tbody>
<tr>
<td>CLA will say they have experienced good, relevant and accessible works’ experience, traineeship and apprenticeship</td>
<td>Six monthly</td>
<td>Feedback form to be developed with Care Leaving team to capture the young persons experience in relation to work experience etc.</td>
<td>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</td>
</tr>
</tbody>
</table>
Ensure that robust oversight of casework by managers leads to good quality social work practice.

**Actions**

(6 actions)

- Green: 33%
- Amber: 67%

**Key Performance Indicators**

(8 KPIs)

- Green: 50%
- Amber: 13%
- Red: 38%

**Quality (Results of audits)**

(2 measures)

- Amber: 100%

**Feedback (Progress)**

(2 measures)

- Green: 100%
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

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<tr>
<td></td>
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<td></td>
<td></td>
<td>Value</td>
<td>RAG</td>
</tr>
<tr>
<td>Cases with up to date social worker supervision on child's record - CIN</td>
<td>Increase</td>
<td>37%</td>
<td>Red</td>
<td>65% (August 2018)</td>
<td>35.0%</td>
</tr>
<tr>
<td>Cases with up to date social worker supervision on child's record - CP</td>
<td>Increase</td>
<td>40%</td>
<td>Red</td>
<td>65% (August 2018)</td>
<td>23.5%</td>
</tr>
<tr>
<td>Cases with up to date social worker supervision on child's record - CLA</td>
<td>Increase</td>
<td>67%</td>
<td>Red</td>
<td>75% (August 2018)</td>
<td>70.9%</td>
</tr>
<tr>
<td>Number/rate of children subject of CP plan</td>
<td>Decrease</td>
<td>66 (611)</td>
<td>Red</td>
<td>56 (519)</td>
<td>62.4</td>
</tr>
<tr>
<td>Percentage of audits judged as good or outstanding</td>
<td>Increase</td>
<td>43%</td>
<td>Red</td>
<td>60% (Sept 2018)</td>
<td>60%</td>
</tr>
<tr>
<td>Referrals within 12 months of a previous referral</td>
<td>Decrease</td>
<td>20.9%</td>
<td>Green</td>
<td>20%</td>
<td>20.9%</td>
</tr>
<tr>
<td>Children subject of repeat CP plan within 2 years</td>
<td>Decrease</td>
<td>11.3%</td>
<td>Red</td>
<td>10%</td>
<td>13.8%</td>
</tr>
<tr>
<td>CP plans lasting over 2 years</td>
<td>Maintain</td>
<td>2.3%</td>
<td>Green</td>
<td>2.30%</td>
<td>1.9%</td>
</tr>
<tr>
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<tr>
<td>Audits evidence that supervision is being used to focus on the experience of the</td>
<td>Quarterly</td>
<td>Standard monthly</td>
<td>Q2 83% of audits responded positively to the first question 70% of audits responded</td>
<td></td>
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</tr>
<tr>
<td>child and further challenge and address issues of drift and delay (target is 90%)</td>
<td></td>
<td>audits</td>
<td>positively to the second question</td>
<td></td>
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</tr>
<tr>
<td>Audits show that supervision is regular, of good quality and reflective (target</td>
<td>Quarterly</td>
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<tr>
<td>is 90%)</td>
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<th>Collection Method</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Social workers will say that they receive appropriate feedback on their</td>
<td>Annually</td>
<td>Signs of Safety</td>
<td>Annual measure - survey due to run again in Feb/March 2019</td>
</tr>
<tr>
<td>performance</td>
<td>baselines</td>
<td>staff survey</td>
<td></td>
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<tr>
<td>Social workers will say that the culture in their team makes it easily to</td>
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<tr>
<td>learn from the practice difficulties experienced by others</td>
<td>in place</td>
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</table>
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.