

CHILDREN'S SOCIAL CARE IMPROVEMENT PLAN

Performance Information Framework

There is access to reliable data which is routinely used to scrutinise operational practice & inform strategic planning.

Workforce Strategy

Recruitment & retention initiatives result in 90% permanent staffing in a structure suitable to best target the right children.

Early Help

Thresholds are clear & a spectrum of targeted EH services are in place, preventing the escalation of need and harm for vulnerable families. Step up & down processes are clear.

Infrastructure

Business processes and systems (Including EHM & LCS) are simple, efficient, support practice & are aligned to SoS practice

Leadership & Culture

A whole system approach is taken leading CSC. Managers at every tier drive high standards, provide high support & high challenge. Leaders role model behaviour & practice congruent with SoS, which is thoughtful, balanced & solution focused.

Commissioning

Commissioning is informed by thorough needs analysis, contracts are well managed. Services & placements provide sufficiency & value for money.

Continuing Professional Development

Practitioners are confident, competent, courageous, compassionate, curious & committed to Lewisham.

Operational Practice

Children who need help, protection, who are in care and are care leavers experience a consistently good service that improves their outcomes.



Budget & Resources

Budgets are adjusted to reflect current demand Sufficient & robust mechanisms for financial management are in place. Resources are aligned to target the right children.

Management Oversight, QA & Learning

Information from a range of activity (Including audit & feedback) is regularly reviewed to share good practice and identify areas for improvement

Practice framework

CSC operates as one service, orientated around a strengths based SoS approach, promoting a collaborative practice aimed at building resilience in family networks.

CHILDREN'S SOCIAL CARE SERVICE IMPROVEMENT PLAN (6 MONTH SUMMARY)

	Overdue	EDCYP= Executive Director CYP
	Completion at risk	ADCSC= Assistant Director CSC
	On track to complete within timescale	HFS = Head of Financial Services
	Completed	

Area	Key actions / milestones	Start Date	Target Completion Date	Sponsor (Board Member)	Status
Leadership & Culture	1. Establish routine schedule of strategic management meetings.		Dec 18	ADCSC	
	2. Ensure management oversight AND supervision framework in place & establish role of Group Managers	Nov 18	Nov 18	ADCSC	
	3. Update Service plans every area	Oct 18	Dec 18	ADCSC	
	4. Establish Staff communication mechanisms and diarise consultation sessions	Oct 18	Nov 18	ADCSC	
	5. Review threshold continuum and relaunch	Dec 18	Feb 19	EDCYP/LSHEAD OF CHILDREN'S COMMISSIONING CHAIR	

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	6. Agree new arrangements across 3 Boroughs for early adopter strategic safeguarding arrangements	Sept 18	Mar 19	EDCYP/LSHEAD OF CHILDREN'S COMMISSIONING CHAIR	
Budget & Resources	7. Reset CSC budget in four key areas for 18/19 reflecting current activity (a) Staffing (b) s17 (c) placements (d) organisational development.	July 18	Dec 18	EDCYP/HFS ADCSC	
	8. Cleanse Budget codes and simplify to enable financial transparency and management.	Nov 18	Jan 19	EDCYP/DA/ADCSC	
Infrastructure	9. Review service roles & responsibilities and re-align revisiting transfer processes.		Nov 18	ADCSC	
	10. Refresh key strategies, policies and protocols (i.e. R&R, CLA, Sufficiency, Early Help)	Oct 18	Jan 19	ADCSC	
	11. Ensure sufficient business support is in place so social workers are spending sufficient time working directly with children & families, following review of business support.		Dec 18	ADCSC	
	12. Undertakes programme of LCS re-design to support good practice and to align forms to Signs of Safety – Implement ICT Revolutions Plan.	Oct 18	Mar 19	ADCSC	
	13. Design future 'business as usual' staffing for performance management and ICT systems		Mar 19	EDCYP	
	14. Ensure corporate IT infrastructure improvement prioritises CSC to enable LCS re-design to deliver improvements		Jan 19	Head of IT	

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Commissioning	15. Review current commissioning approach and placement function to inform and deliver a refreshed model and market management approach	Sept 18	March 19	Head of Children's Commissioning	
	16. Review the financial management and controls applied to commissioning, including Section 75 Partnership Agreements and CHC contributions	Oct 18	Dec 18	HEAD OF CHILDREN'S COMMISSIONING	
	17. Review and refresh the Sufficiency Strategy to inform future commissioning intentions and develop MTFS	Sept 18	Dec 18	ADCSC	
	18. Review commissioned services to support children and young people in transition to inform the development of a joint commissioning strategy with Adult Social Care, Education and Health	Nov 18	Feb 19	Head of Children with Complex Needs	
	19. Review commissioned services to inform refreshed Early Help Strategy and future joint commissioning intentions with the CCG	Nov 18	Feb 19	Head of Children's Commissioning	
Workforce Strategy	20. Establish staffing requirement and set structure and establishment	June 18	Dec 18	EDCYP/HR	
	21. Benchmark staff pay, review and re-set for competitiveness (includes retention initiatives)		Dec 18	EDCYP/HR	
	22. Update Recruitment & retention strategy – refreshed recruitment campaign to recruit to vacancies		Jan 19	ADCSC/HR	
	23. Recruit a permanent SLT (HOS & SM)		Jan 19	ADCSC/HR	
	24. Roll out NAAS pilot, informing a training needs analysis to identify training needs.	Sep 18	Feb 19	ADCSC	
Continuing Professional Development	25. Prepare business case for creating an Academy/CPD unit to better recruit, train & retain NQEDCYPs		May 19	ADCSC	
	26. Learning and Development offer – annual schedule of training developed, published and co-ordinated from		Mar 19	ADCSC	

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	the Academy/CPD unit. Developing practice skills & aiding staff retention.				
	27. Complete annual social work employer health check completed		Nov 18	ADCSC	
	28. Realign Advanced Practitioner posts to central Academy/CPD unit managed by PEDCYP		Jan 19	ADCSC	
	29. Establish Principal Social Worker post established & recruited to lead Signs of Safety implementation		Dec 18	ADCSC	
Practice framework	30. Draft Signs of Safety Implementation plan and schedule drafted		Nov 18	ADCSC	
	31. Train CSC workforce in Signs of Safety practice approach (Introductory training)		Feb 19	ADCSC	
	32. Re-design systems to align to Signs of Safety (i.e. LCS, Strategies, Policies, Procedures)		Mar 19	ADCSC	
	33. Introduce Strategic Partnership to Signs of Safety – through LSHEAD OF CHILDREN’S COMMISSIONING		Feb 19	ADCSC	
	34. Ensure performance & KPI’s are routinely scrutinised by managers in CSC		Oct 18	ADCSC	
Performance management	35. Specify performance reporting requirements throughout the child’s journey & retrospective summative performance reports are provided monthly with live information available. All key performance information in one report.	June 2018	Feb 19	ADCSC/ Performance Manager	
	36. Put in place new performance management framework, including reporting formats, clinics and accountability processes		Dec 18	ADCSC/Performance Manager	

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Management Oversight & learning	37. Ensure a monthly quality assurance auditing, observation & service user feedback programme is in place.		Nov 18	ADCSC	
	38. Ensure learning from all quality assurance activity is collated and reported quarterly, to inform service improvements.		Dec 18	ADCSC	
	39. Undertake intensive QA activity through 'Listening & Learning' week bi-annually.		Dec 18	ADCSC	
	40. Review existing checks and balances throughout the system to predict issues and identify shortfalls promptly (e.g. CIN reviewing). Strengthen as necessary.		Feb 18	ADCSC	
	41. Review supervision policy and reflective supervision training for all supervisors		Feb 18	ADCSC	
Early Help	42. Complete Peer Review with LB Greenwich		Nov 18	EDCYP	Timing tbc
	43. Re-establish Early Help Board		Dec 18		
	44. Use findings of peer review to inform – (a) EH needs analysis (b) Mapping of existing EH services & resources (c) Revision of the EH strategy (d) Re-commissioning of EH services (e) Set up and implement new Early Help Strategy		Feb 18	EDCYP	
Ofsted Preparation	45. Update self-assessment		Jan 19	ADCSC	
	46. Ensure Annex A is up to date		Jan 19	Performance Manager	
Generic – all practice	47. Focus on core performance targets disseminated to managers at all tiers:	Nov 18	Nov 18	ADCSC	

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	<ul style="list-style-type: none"> (a) MASH decisions, information sharing & consent obtained (b) Case allocation of all open children (c) UASC correctly identified (d) Presence of chronologies & genograms on all children (e) Timeliness of assessments (C&F and carers) (f) Timeliness of pre-birth assessments (g) Visits/direct work at required frequency (h) Plans in place & recently updated (i) Timeliness of strategy meetings & s47 & CPCs (j) Presence of CSE risk assessments (k) Missing records/tracking & RHI's completed (l) Report submission to CPC & CLA review (m) Throughput of cases (no drift i.e. CIN open +18 months) (n) Review meetings routine – CIN, Core groups, CPC & CLA (o) CWD – transition referrals made (p) Timeliness of PLO/court work, (q) Health assessments, dental checks, SDQs & PEPs done (r) CLA – episodes & current placement correctly recorded (s) Permanence plans in place for all CLA (t) Life Story work commenced for CLA with Adoption as plan (u) Timely ADM decisions 				

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	(v) Supervision/Management oversight routinely taking place				
	<p>48. Make step change in focus on quality of practice by all managers at all tiers</p> <ul style="list-style-type: none"> (a) Assessment – history considered, clear identification & analysis of risk/harm/need (b) Plans – addresses the risk/harm/need, SMART, outcome orientated (c) Visits are purposeful and direct work progresses the plan (d) Practice is focused on the child’s experience and outcomes (e) Reviewing activity assesses the impact of activity/revising plans (f) Practice is in partnership ‘with’ families – active participation, child & family wishes and feelings evident (g) Multi-agency information sharing & collaborative practice (h) Practice is inclusive and culturally competent (i) Supervision is reflective 	Dec 18	Dec 18	ADCSC	
	49. Ensure practice standards are in place & core practice is delivered against them		Mar 19	ADCSC	

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Early Help	50. Ensure thresholds in MASH are clear and consistently applied	Nov 18	Jan 19	ADCSC	
	51. Review and improve step up & step down processes between CSC & EH services.		Dec 18	ADCSC	
MASH	52. Re-design business process and staffing roles to address improvements	July 18	Dec 18	ADCSC	
	53. Re-established Strategic MASH board.		Dec 18	ADCSC	
Assessment and s47 enquiries	54. – Re-develop joint protocol with housing Homeless families		Feb 19	ADCSC	
Children in Need & subject to Child Protection Plan	55. Strengthen CIN reviewing mechanism to ensure all CIN are routinely & robustly reviewed		Mar 19	ADCSC	
	56. Review threshold for Child Protection Conference, review and put in place mechanism for pre-CPC consultation between Team Manager and Child Protection Chair		Nov 19	ADCSC	
Contextual Safeguarding	57. Establish model for contextual safeguarding framework & multi-disciplinary service (proposed by MET group)	Nov 19	Jan 19	ADCSC	
	58. Review Edge of Care offer to reduce number of young people becoming CLA		Jan 19	ADCSC	
	59. Explore Crashpad/emergency accommodation as alternatives to becoming CLA.		May 19	ADCSC	
	60. Strengthen practice on missing Return Home Interviews		Jan 19	ADCSC	
	61. Review activity undertaken from Meliot centre to best target the most vulnerable families.		Mar 19	ADCSC	

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Support & specialist services	62. Explore joint funded specialist/bridging services/posts for toxic trio expertise		July 19	ADCSC	
Children with Disabilities	63. Improve communication and engagement with children and young people with complex needs		March 19	HEAD OF CHILDREN WITH COMPLEX NEEDS	
	64. Improve the quality of care plans		Jan 19	HEAD OF CHILDREN WITH COMPLEX NEEDS	
	65. Audit performance within the social work team		Jan 19	HEAD OF CHILDREN WITH COMPLEX NEEDS	
	66. Develop a performance management system to collect data on outcomes from support provided		Feb 19	HEAD OF CHILDREN WITH COMPLEX NEEDS	
	67. Develop the market to provide outreach/ mentor programmes to children and young people with complex needs, in particular those with challenging behaviour Improve on multi-agency working and links between social care, health and education		April 19	HEAD OF CHILDREN WITH COMPLEX NEEDS	
Transitions & preparation for adulthood	68. Develop a Transition Strategy with vision, guiding principles and supporting outcomes for further co-production with key stakeholders and communities.	Aug 18	June 19	HEAD OF CHILDREN WITH COMPLEX NEEDS	
	69. Develop an integrated Transition Team based on the reconfiguration of current resources across Adults Social Care and Health.	Aug 18	April 19	HEAD OF CHILDREN WITH COMPLEX NEEDS	

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	70. Develop an overarching Performance Management Dashboard which provides visibility of young people transitioning and associated costs and outcomes.		Feb 19	HEAD OF CHILDREN WITH COMPLEX NEEDS	
	71. Review current commissioned services to inform future market offer for young people in transitions.		Feb 19	HEAD OF CHILDREN WITH COMPLEX NEEDS	
	72. Introduce transition into adulthood pathways for young people who are victims of or at risk of sexual exploitation to ensure support and safeguarding plans are continued beyond 18 years of age.		April 19	EDCYP	
PLO/Court Proceedings	73. Re-establish proceedings tracking meeting to minimise drift & improve permanence planning		Dec 18	ADCSC	
	74. Establish of Care & resource panel to gatekeep becoming looked after decisions		Dec 18	ADCSC	
CLA / Corporate Parenting	75. Review CLA care plans and placements (Best Care panel)		Dec 18	ADCSC	
	76. Establish Specialist UASC team		Dec 18	ADCSC	
	77. Expand supported and short term accommodation options expanded for 16/17 year olds.		May 19	ADCSC	
	78. Develop work of Corporate Parenting Board to mirror best practice.		June 19	ADCSC	
Achieving permanence (SGO/Adoption)	79. Progress regional adoption agenda		Apr 19	ADCSC	
	80. Update Sufficiency strategy – increase fostering households to meet local needs		Dec 18	ADCSC	

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Care Leavers	81. Dedicated Care Leavers service established		Mar 19	ADCSC	Yellow
	82. Publish Local Offer for Care Leavers	June18	Nov 18	ADCSC	Green
	83. Review and refresh Local Offer for Care Leavers		June 19	ADCSC	Yellow
	84. Expand Supported Lodgings/semi-independent accommodation options for Care Leavers		Mar 19	ADCSC	Yellow
	85. Develop Bromley Road building to provide base for Leaving Care service.		April 19	ADCSC	Yellow