



# Family Services

## Document control

<b>Document title</b>	<b>Family Service's Improvement Action Plan</b>
<b>Document description</b>	This improvement action plan has been developed in response to the formal recommendations and improvement areas highlighted by Ofsted during their Barnet 'Inspection of services for children in need of help and protection, children looked after and care leavers, and review of the effectiveness of the Local Safeguarding Children Board' which took place from 24 April 2017 to 18 May 2017. This action plan sets out the continued improvement journey we need to make to transform our social care services for children, young people and their families from inadequate to outstanding.
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## Version control

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Draft for Consultation

## 1. Introduction

This improvement action plan has been developed in response to the recommendations and areas for improvement as outlined in the Ofsted *'Inspection of services for children in need of help and protection, children looked after and care leavers, and review of the effectiveness of the Local Safeguarding Children Board'* which took place in Barnet between 24 April 2017 and 18 May 2017.

The action plan provides a framework for the improvement journey to transform Children's Social Care Services and the quality of services provided to children, young people and their families from Inadequate to Outstanding. To realise the changes we need to make, we will not compromise on the quality of staff we need to improve the experience of children, the rigour or pace of our approach to improve the services we provide and the outcomes we achieve for children and young people

## 2. What we have done so far

We have secured a commitment from Barnet's senior officers and member to resource and support an improvement journey for the Children's Services. This has enabled us to achieve, over the past year, a foundation from which social work can improve. We have achieved our conditions for success which enable us to focus on improving the quality of our services and the experience of children and families who use them, by:

- A more stable workforce, turnover rate reduced from 39% (Sept 2015) to 12.76% (March 2017) as part of a focus on recruitment, development and retention of social workers and social work managers in frontline practice
- More manageable workload social care workloads with a reduction from 37.5 (January 2016) to 12.7 (April 2017) in the Duty and Assessment team and from 18.7 to 14.6 in Intervention & Planning team over the same time period
- Creation of more and smaller social care teams to allow team managers to know both staff and families well. There was a reduction in the ratio of managers to social workers from 1:13 in April 2016 to 1:6 in April 2017 and additional management capacity in MASH.
- Improvements in appropriate practical support - removal of inefficient WISDOM system and configuring the Early Help system to enable partners to access. Over 130 IT issues were resolved including key changes to systems and forms in response to needs.
- The Chief Executive, along with partners of the LSCB, commissioned a review of the LSCB to understand the effectiveness.

Following the initial Ofsted report immediate actions were taken:

- Implemented the new senior leadership structure agreed by General Functions Committee in March 2017, with a key focus on practice leadership
- Secured investment to manage demand and improve quality (£5.7m)
- Changed the line management arrangements for MASH, DAT and Intervention and Planning Services to ensure consistency in decision making and with a future aim of reducing points of transition for families thereby promoting a seamless system of child protection
- Developed a robust framework for multi-agency working, information sharing and accountability in the MASH by introducing daily MASH meetings and a new framework for multi-agency audits
- Introduced robust checks and balances to the quality and frequency of management oversight at the front door of children's services
- Implemented a new assessment pro-forma that promotes robust child focused assessment and analysis of information gathered
- Developed a new chronology template and delivered lunchtime workshops to staff on chronologies
- Completed appraisal targets with all front line managers and staff that set out clear expectations for practice quality and management oversight which is congruent with the DfE child and family social work knowledge and skills framework
- Permanently employed a strategic lead for children at risk of CSE/Missing to ensure robust monitoring, strategic multi-agency and inter-agency interface and practice leadership

- Audited and improved reporting, tracking and monitoring systems of children missing from care
- Improved tracking and case management of children subject to PLO to ensure robust and timely decision making
- The fostering workflow has been reviewed and configured on LCS to improve recording
- Developed and implemented a refreshed 16/17 year old homelessness protocol
- Developed a framework for a robust quality assurance programme of activities that has a clear and purposeful link to the workforce development programme, identified areas for improvement and performance data
- Live audit activity (observations of practice) have started
- Provided a Corporate parenting report on the impact of the care leaver pledge to Corporate Parenting Advisory Panel (CPAP)

### 3. The Methodology - Resilience

Daniel et al defines resilience as 'the capacity to adapt and rebound from stressful life events strengthened and more resourceful' (Daniel et al., 2012).

Critical to service transformation is the resilience-based approach that we have adopted to provide a solid evidenced-based foundation from which to develop our workforce. The model provides a philosophy for practice that recognizes that people can thrive and in the face of adversity and further provides a focus for our workforce development programme to ensure practitioners are equipped with the knowledge, skills and tools they need to increase resilience and strengthen the communities in which Barnet's children and families live so they can thrive and achieve. .

Based on the work of Gilligan (1997) and Daniel & Wassell (2002), we can identify six domains of a child's life that contribute to the factors known to be associated with resilience.

- **Secure and Stable relationships - Positive parent-child relationships are critical to children's wellbeing. Interactions that are characterised by warmth, acceptance, praise and positive attention help a child feel good about themselves. Secure, predictable and dependable relationships can also lead to pro-social child behaviours and improved child emotional wellbeing.**
- **Increasing Safety** - Keeping children safe is a core priority and outcome of a resilience-led approach. Safety can refer to the provision of physical safety in the environment, where children are kept safe from abuse/neglect and family violence, have stable and secure housing which is hygienic and free from hazards, and receive adequate physical care including nutrition, hygiene and health care. Children's emotional safety is also critical and is achieved through positive relationships with a primary caregiver and increased connectedness to places and friends, siblings, and other significant adults in their lives.
- **Increasing self-efficacy** - Self-efficacy is commonly defined as a person's belief in their capability to achieve a goal or an outcome. It includes the thoughts and feelings that an individual has about their competence and worth, their ability to make a difference and to confront rather than retreat from challenges. Children's perception of their own competence develops over time through experiences of success and feedback from significant adults. Children who receive strong messages that they have the capability and skills to manage challenging situations are more likely to put in greater effort and persist in the face of setbacks.
- **Improving empathy** - Empathy refers to a person's ability to identify emotions in other people and to subsequently experience that emotion (or similar) themselves. Children who learn about empathy at a young age are better equipped to treat others with compassion, and go on to develop stronger social skills and adjust more easily to the school setting. Empathy is complex and is derived of three primary skills which include: a sense of self-awareness and the ability to distinguish one's own feelings from the feelings of others; taking another person's perspective; and being able to regulate one's own emotional responses.
- **Increasing coping/self-regulation** - Self-regulation is a person's ability to control their attention, impulses, emotions and behaviour in order to attain goals. The ability to regulate emotional responses to frustrating experiences and solve interpersonal problems has consistently been shown to contribute to social competence, academic performance and positive experiences at home and school.

## 4. Driving improvement

To achieve change we must be relentless in our expectations and committed to achieving improvements in the way we deliver services and the outcomes we achieve with children and families. We have invested in achieving and sustaining a systemic leadership style that promotes respectful challenge and curiosity about the systems we work within and our influence upon the effectiveness of these. In recognition of the scale and importance of the task ahead our practice leadership team have developed a mutually understood and agreed core ethical value base from which we would want to drive practice improvements. We recognise the importance of inspiring and committed leadership to drive high quality social care practice. The change we want to see has to be continually modelled, promoted and challenged when it is not evident in children's experiences of our services. We must recruit and retain managers and practitioners that understand, embrace and model our expectations for practice and outcomes for children. Our social work practice must be purposeful and focused on achieving change for children by ensuring that they are at the centre of everything we do.

Our Family Services' Improvement Action Plan provides a clear framework for our leaders, managers and practitioners to acknowledge influence and contribute to the change we need to see. It sets out, in detail, the actions required to deliver systematic and cultural change and drive activity for improvement that evidences transformation of our services to children and families. We have set out three core improvement objectives that are supported by a series of tangible, resourced and sequenced actions:

### 1. Empowering and equipping our workforce to understand the importance and meaning of purposeful social work assessments and interventions with families

This work stream will assist social work practitioners and managers to build professional competence and confidence through regular and effective supervision and by ensuring decisions for children are robustly scrutinised by experienced managers who can:

- ask sufficiently robust questions about what is happening in a family
- challenge and support social workers to adopt a curious and child-centred approach to their enquiries which serves to inform good quality assessment and planning activities
- identify and put in place sufficiently robust plans to manage risk to children and families and ensure progress is made for those children within timescales that are appropriate and proportionate to their needs
- recognise that delay causes and prolongs harm to children
- recognise that risk changes so needs constant review and consideration to mitigate against the circumstances risk and harm can thrive within
- hold other professionals to account
- advocate for children by escalating risk that is that is not being responded to effectively by other professionals
- ensure children are not unnecessarily subjected to statutory interventions
- have sufficient professional expertise and access to professional development activities to appreciate developments in and the changing context of policy, evidence base and practice

### 2. Ensuring our organisational culture, systems and tools to support the delivery of high quality child and family interventions

Freeing social workers from the burden of administrative processes to facilitate capacity for direct work with families requires the building blocks of the organisation and wider partnership to be effectively operating, influencing and contributing to achieving positive and timely outcomes for children. Technology and systems support (both internally and through the corporate IT infrastructure), Finance, Performance Management, Procurement, Communications and Corporate Learning and Development activities must operate to a collective vision that offers congruence and coherence with practice and practice management demands to reduce and minimise bureaucratic process that stalls progress for families and reduces capacity for direct work

### 3. Retaining, attracting and growing a cadre of effective practitioners who are well supported, child focused, curious and inquisitive about what they are seeing and assessing

To develop, recruit and retain a workforce that is equipped to support practice improvements we will re-brand to attract a calibre of social work professionals that can grow, model and promote our methodology and enhance our practice so we can achieve consistently good assessments and interventions that are meaningful and of a high quality. We will be implementing robust recruitment processes that recognise current and future potential within the organisation and implement a workforce development strategy that is responsive to the needs identified through the quality assurance framework. We will ensure practice managers and leaders can deliver and promote reflective supervision and case consultation opportunities that provide space for critical reflection and direction

## 5. Measuring Progress

Our Improvement Plan is split into two sections: 1) the recommendations from Ofsted, our objectives and measures to achieving these and 2) the actions we will undertake to deliver the outcomes within Section (1). This action plan will build on the improvement programme already established and Family Services will continue to work with Essex as collegiate partners in delivering the programme.

Delivery of the plan will be monitored by the Chief Executive as chair of the Family Service's Social Work Improvement Board (SWIB). The individual improvement priorities will be overseen by the two Operational Directors responsible for delivery and who will attend the Board meetings to report on progress, risks and issues. The Improvement Plan will also be monitored through the Children, Education, Libraries and Safeguarding Committee to allow elected members to support and challenge improvement activity.

All actions are assigned to a designated lead officer who is responsible for delivery and required to engage with key stakeholders and staff to ensure actions are completed and achieving impact. Lead Officers are required to provide regular updates to senior leaders for the Improvement Board on a monthly basis. The Improvement Team will prepare a monthly highlight report to monitor and measure progress against actions, including RAG status. The monthly highlight report, including any risks or issues, will be reported to the DCS Assurance Meeting.

A set of performance indicators have been developed to measure the impact of the plan. Further, , we have developed a robust quality assurance framework, to test the implementation and embedding of changes achieved .

We will monitor our improvement activity using the following mechanisms:

- **DU Assurance Report** prepared by Heads of Service for Operational Directors for analysis and upward reporting to the DCS and Lead Member
  - The report focuses on key performance indicators, i.e. visits to children, assessment timescales, caseloads etc.
  - Improvements achieved and risks identified to delivery
  - The report is scrutinised and challenged at the monthly Family Services Business Management Group chaired by an Operational Director and attended by Heads of Service
  - The DU Assurance Report provides a monthly snapshot of performance data and key practice issues across the service including Quality Assurance activity.
- **Quality Assurance Activity** will continue to be undertaken through our embedded Practice Weeks and the continuation of learning through our 4R's (Rapid, Reflective, Resilience Reviews) learning activity. These will be monitored and reported through the monthly DU Assurance Reports.
- **Audits** are undertaken monthly, cases are selected at random across the service and ensure case work is to the standard we expect. Audits are carried out by practice managers from across the service
  - Audits focus on key practice issues to measure quality of practice, ascertain areas for change and improvement and inform workforce development requirements
  - Issues that arise from case audits are tracked and monitored for improvement and action, they are used to inform learning and development opportunities across the workforce;
  - Audits are also used to highlight and share examples of good practice

- A quarterly report collates audit findings which feed into management and workforce development activities for improvements to practice, the findings and changes implemented to mitigate are reviewed at three monthly intervals for evidence of impact

- **Service user feedback and engagement**

- Feedback from our service users is key to understanding how we perform and how we can improve further. Feedback is collated from children, families and carers to inform service development
- We aim to build on models of co-production by involving young people in the design and development of our services recognising that for services to be effective those that use them should influence their creation and development.

- **Insight & Intelligence**

- The DU Assurance report requires refinement to ensure it is focusing on quality of practice and management scrutiny and testing of data and information
- The performance data will provide a basis for managers to explore practice themes and issues and test hypothesis about trends and quality of practice; this will inform thematic quality assurance activities
- Quality assurance activities will influence workforce development
- The review quality assurance activity will measure the impact of quality assurance and workforce development on quality of practice and identify obstacles to change

## 6. Ofsted Recommendations

### Recommendation 1

Ensure a continued and sustained focus on improving core social work practice, strategically and operationally, to equip practitioners and managers to deliver good-quality services to children and their families.

#### Outcomes:

- Children's social care services are prioritised by the whole council and key partners, and there is a shared vision that is embedded into borough, corporate and strategic plans
- Quality assurance and performance management processes are rigorous, robust and analytical
- Critical challenge is provided by senior leaders and partners, based on accurate analytical performance reports
- The life chances of children are good in Barnet and children report a good experience of the services provided

#### Measured by:

- Evidence of partnership engagement, influence and ownership of agreed priorities for children in Barnet in cross-cutting plans and service priorities
- Evidence that multi-agency audits effectively challenge practice and influence responsive and timely changes in practice
- Evidence of proportionate and appropriate use of escalation procedures to challenge practice that is not achieving effective and timely change for children
- Evidence of senior management oversight and influence on casework through scrutiny of data, performance information and oversight of quality of practice
- Feedback from children and their families
- Outcome data for children in mental health, health, education, offending
- Measurement of workforce development impact on practice

#### Objectives:

- Senior leaders promote the development of partnership plans and activities that positively impact on outcomes for children
- Performance data will be used to identify areas of practice that require scrutiny and improvement and monitors change
- Improvement activities are sufficiently focused on improving practice quality and provide robust checks and balances that monitor and scrutinise the impact of what we do
- Children, young people and families in Barnet receive a high standard of assessment and intervention.
- Barnet will have a workforce that is sufficiently skilled to meet the complex demands of practice



**Recommendation 2**

Ensure that partners work together in the multi-agency safeguarding hub to ensure timely and accurate information sharing and a consistent application of thresholds for all children referred to children's services.

**Outcomes:**

- Information about children is made available from partners to inform timely and proportionate decision making
- Children are sufficiently safeguarded as risks are known, assessed and analysed effectively
- Children receive the right help, first time
- historical information is available and analysed for identification of patterns and recurring or unaddressed risk Children are protected when risks are evident and known
- MASH information informs robust assessments, strategy discussions and s47 enquiries
- Management oversight and supervision will promote curiosity, hypothesis and analysis of risk with clear actions and timescales as to what should happen next
- Partners will be held to account for the quality and timeliness of information provided MASH data and decisions will be regularly and robustly scrutinised by Senior managers

**Measured by:**

- QA of contacts and outcomes that track decision making, timeliness and destination of contacts
- Regular Multi- agency audits
- Oversight and scrutiny of data and MASH outcomes
- Oversight and scrutiny by BSCB of partnership engagement and quality
- Sufficient checks and balances by MASH managers of social work practice
- Reduction in re-referrals rates

**Objectives:**

- Children's needs are understood in the context of their history and current circumstances
- Agencies work effectively together to share information and make decisions
- Decisions affect timely and proportionate interventions for children to reduce risk of current or future harm

**Recommendation 3**

Ensure that social work practice and decision making for children focus on understanding their lived experiences and incorporate their wishes and feelings.

**Outcomes:**

- Social workers spend time with children, undertaking direct work to understand and improve their experiences by obtaining and acting upon their views, wishes and feelings.
- Social workers effectively analyse what they see, hear and read to make sound decisions for children
- Children's views are recorded in their own words on their case notes, assessments and plans
- Chronologies and genograms inform risk assessments and identify support and strengths in the child's system
- Assessments lead to good quality plans for children that are SMART
- Progress against children's plans is routinely and effectively measured to mitigate against drift and delay
- Risk is recognised and responded to effectively and is constantly reviewed, reassessed and responded to in accordance with changing circumstances
- Social workers and managers receive and implement learning from training

**Measured by:**

- Evidence of children's views on their records, assessments and plans
- Audits that regularly monitor and review the quality of assessment, planning, decision making and progress against the child's plan
- High quality supervision records that evidence effective management oversight and case direction

**Objectives:**

- Children are safe and their needs are understood and responded to effectively
- Children's views and wishes are obtained, recorded and used to inform decisions and plans for them
- Children's experiences and the harm they have suffered or are at risk of suffering is well understood, considered and acted upon robustly
- Decisions made about children are timely, proportionate and responsive to changing circumstances and risk
- Children are not left in situations where their outcomes are compromised and their needs are not met
- The quality of social work practice and management oversight and decision making is routinely and effectively scrutinised
- Social work staff and managers are equipped to deliver high quality social work
- Social workers receive high quality supervision from experienced practice leaders and managers

**Recommendation 4**

Ensure that all children identified as being at risk of harm benefit from effective child protection enquiries

**Outcomes:**

- Children at risk have responsive, timely and robust investigations of their circumstances leading to timely and proportionate decisions and actions
- Information held and views shared by partners and key agencies is effectively used to understand and inform risk analysis and decisions
- Children are effectively engaged in enquiries about the risks they may be exposed to
- Clear plans to protect children from harm are implemented swiftly

**Measured by:**

- Audits that monitor the quality and timeliness of S47 enquiries and outcomes
- Quality of Practice Alerts that shift from process to outcomes
- Practice Alerts will evidence issues and themes and as such will be addressed and monitored.

**Objectives:**

- Children and young people are protected from harm
- Risk to children is rigorously investigated leading to timely and safe outcomes
- Social work practitioners and managers demonstrate capacity to recognise and respond to risk arising from a variety of contexts effectively
- Children receive services appropriate to their needs
- Conference chairs effectively challenge social work practitioners, managers and partner agencies to ensure risk is identified, responded to and managed

**Recommendation 5**

Ensure that strategy discussions include information gathered from all partners, and result in clear planning and recording of actions and the rationale for decisions.

**Outcomes:**

- Strategy discussions and meetings are convened when a child has suffered harm or is at risk of imminent harm
- Key agencies will contribute to the assessment of risk to children
- Risk to children is well understood and responded to
- Children receive timely help that is proportionate to their needs and risks they face

**Measured by:**

- Audits of multi-agency contribution to strategy discussions
- Strategy discussions outcomes
- Quality of assessments and plans for children
- Evidence of management oversight and case direction against agreed actions

**Objectives:**

- Professionals work effectively together by sharing information and contributing to assessment of risk
- Children are effectively safeguarded from harm
- Case recording accurately reflect rationale for decisions made
- Children receive proportionate and timely help
- Children and young people at risk benefit from Assessments and Plans that focus on improving their circumstances and outcomes

**Recommendation 6**

Ensure that all written records are clear and up to date, and accurately reflect the circumstances of children and their families.

**Outcomes:**

- Information held about children is accurate, up to date and accessible to those that need it
- Children have good quality chronologies that detail significant events in their lives and provide a basis for risk assessment, decision making and life story work.
- Children have comprehensive genograms that accurately detail their family systems and networks
- Assessments accurately detail children's circumstances taking into consideration past harm and the risk of future harm
- Plans are focused on current assessed needs and risks and are informed by information gathered from a range of sources
- Social workers spend time with children, undertaking direct work to understand their experiences, views, wishes and feelings.
- Children and their parents understand and contribute to their assessments and Plans

**Measured by:**

- Audits that pay attention to the quality and accuracy of recording
- Scrutiny and management oversight of assessment quality to ensure that they accurately capture relevant and accurate information about children and their families
- Quality assurance activities that identify, address and remedy inaccuracies in children's data
- Family feedback will be gathered in 100% cases, including from fathers
- Supervision will critically challenge and provide oversight to ensure 100% of assessment and plans are fit for purpose

**Objectives:**

- Children's records will be up to date, accurate and of a good quality
- Accurate records will assist information sharing, decision making, risk assessment and planning
- Children and their families will be able to access and use information held about them to understand what has happened in their lives
- Children's Assessments and Plans will be based upon accurate and up to date information

**Recommendation 7**

Ensure that the quality of assessments is sufficient to enable an accurate evaluation of the risks posed to children, and that this is regularly updated.

**Outcomes:**

- Children and young people are kept safe through robust assessment of risks and their needs
- Assessments robustly gather up to date and accurate information held about children from a range of sources
- Information gathered is scrutinised and analysed to inform risk assessment and Plans for children
- Social workers actively engage professionals, children and families in assessments and Plans to improve outcomes for children
- Children are kept safe by thorough continually updated Assessments that respond to changing needs and risks
- Children receive the right level of service based on a timely and accurate assessment of their needs
- Social workers are supported and challenged by their managers to complete high quality assessments

**Measured by:**

- Robust tracking and scrutiny of Assessment outcomes
- Scrutiny of the quality of supervision records and management oversight and decisions
- Audit activity that explores quality, timeliness and effectiveness of risk assessment, management and planning

**Objectives:**

- Children are kept safe from harm through robust identification and responses to protect them from risks they face
- Children receive levels of support and services that can effectively address their needs and manage risks
- Key partners work together to identify, assess and manage risk to children
- Children have assessments that thoughtfully consider their lived experiences and lead to appropriate Plans
- Plans continually review and monitor progress made to improve children's outcomes
- A culture of challenge is embedded in the professional system to ensure risk is effectively managed and children are not left in situations that are not achieving positive outcomes for them

**Recommendation 8**

Ensure that management decision making is effective and leads to clear, timely and effective care planning that safeguards children and focuses on improving outcomes for them.

**Outcomes:**

- Children are kept safe through robust Assessments that lead to SMART Plans which are rigorously monitored by managers
- Social workers are supported and challenged to make sound decisions for children through effective regular 1:1 and Group Supervision
- Children achieve good outcomes against progress made in their Plans
- Children live and thrive in supportive, protective and nurturing environments that meet and respond to their individual and changing needs
- Decisions about children are recorded, timely and proportionate to their changing needs and risks they may face
- Decisions lead to timely interventions from appropriately skilled professionals
- Social workers are equipped to intervene effectively with children and their families and use evidenced based approaches to improve timely outcomes for children
- Social workers receive reflective supervision that is frequent, outcome focused, with clear actions and timescales, and where previous actions are reviewed regularly.

**Measured by:**

- Scrutiny of decision making through case tracking activities
- Evidence of high quality social work supervision in children's records
- Agreed actions and outcomes sought in children's Plans are tracked for progression
- Feedback from children, young people and families
- Appropriate use of escalation processes when Plans are not progressing
- Evidence of consistently good quality Care Plans that achieve change for children
- Clearly communicated standards for Practice

**Objectives:**

- Children's Plans lead to timely and positive change
- Practitioners and managers are effective change agents for children
- Children benefit from professional systems that work together effectively
- Children's voices are heard and influence decisions being made about them
- Management oversight is consistent and rigorous to ensure effective assessment, planning, intervention and review.
- Plans are robustly reviewed, professionals are held to account through robust reviewing processes
- Children's lived experiences are considered at all stages of assessment, planning and reviews

**Recommendation 9**

Ensure that children who are victims of chronic long-term neglect and emotional abuse, and who are subject to long periods of child protection planning, have appropriate risk assessments and plans made for them.

**Outcomes:**

- Children and young people do not live in situations of neglect and abuse without strong evidence that progress is being made towards change
- Social workers recognise the damaging impact of accumulative neglect in their assessments and put in place SMART Plans to improve children's outcomes
- Children have good quality chronologies that effectively record, identify and measure the impact of chronic neglect and abuse
- Managers make timely and robust decisions to ensure timely progress is achieved for children and appropriate steps are taken to safeguard their welfare
- Plans include the views of children, their parents/carers and wider professionals with clear accountability for timely actions
- children are safeguarded from harm by timely and effective decisions being made that promote their welfare
- Social workers spend time with children, undertaking direct work to understand their experiences, views, wishes and feelings.
- Social workers recognise behaviours which may indicate disguised compliance, resistance to change, ambivalent or selective cooperation with services, and be able to recognise the need for immediate action, and what steps can be taken to protect children.

**Measured by:**

- Case tracking activities that monitor progress against agreed actions in Plans
- Audits of Care Plans to ensure that they are sufficiently focused on addressing and changing risks to children and improving their outcomes
- Evidence of children's voices being recorded and influencing their assessments and Plans
- Family feedback will be gathered in 100% cases
- Use of Family Group Conferencing to effectively mobilise support networks for children and consider alternative support and care arrangements
- Evidence of supervision and management oversight that critically challenges and acts upon a lack of progress towards change

**Objectives:**

- Children do not live in circumstances that do not promote positive outcomes
- Children, young people and families are involved in the development of their plans
- All children, young people and families will have a plan which reflect a robust assessment of needs and risks
- Plans will be regularly reviewed to ensure timely change is achieved for children and Plans do not drift
- Children, young people and their families have a clear understanding of the concerns and risks identified and what needs to happen to achieve change in agreed timescales



**Recommendation 10**

Ensure that timely action is taken to understand and reduce risk to children who go missing from home or care and who are vulnerable to child sexual exploitation. When risk does not reduce, or increases, ensure that effective additional safeguarding action is taken.

**Outcomes:**

- Children missing from home and care have thorough and thoughtful assessments of their needs and the risks they face when missing
- Risks are quickly identified and responded to in partnership with key agencies such as Police.
- Missing Children are robustly tracked and monitored to gather intelligence about missing episodes and the risks they face
- Return Home Interviews are timely and inform risk assessment and actions to improve children's safety
- The risks and challenges in managing the complex risks associated with gangs, CSE and other forms of exploitation are well understood and effective responses are put into place to keep children and young people safe

**Measured by:**

- Analysis and resulting actions in response to tracking and monitoring missing children activity data
- Evidence of targeted interventions and Plans to keep children safe
- Quality, timeliness and analysis of Return Home Interviews
- Triangulation of activity in MASE meetings and CSE/Gangs trackers with missing children
- Evidence of strategy discussions being held for children who go missing regularly and for long periods of time

**Objectives:**

- To develop child focused services that effectively respond to the risks children and young people are exposed to when missing from home and care
- Analysis of the impact of targeted services to manage complex risk, i.e. REACH which works with children at risk of Child Sexual Exploitation (CSE), Gangs and missing
- Staff and carers are provided with training and up to date procedures to effectively respond to communicate with and engage with children and young people who go missing
- Partners work collaboratively to share intelligence and minimise risk of harm through disruption activities
- Risks to children is well understood through timely and effective Return Home Interviews that inform plans and future planning

**Recommendation 11**

Improve the standard of social work to families under the pre-proceedings phase of the Public Law Outline and ensure that, when there is no improvement within a timescale that is right for children, the local authority issues timely court proceedings to protect them and avoid drift and delay in achieving permanence.

**Outcomes:**

- Children subject to PLO have timely assessments leading to robust plans to improve their outcomes
- Children's whose outcomes are not improving are protected through timely Court proceedings to secure change and permanence for them
- Children who are Looked After will have a clear permanency plan by their second CLA review
- Children's Plans have sufficient focus on timescales for change and contingencies to address lack of progress

**Measured by:**

- Tracking of PLO decisions and outcomes through Permanency Planning Panel
- Evidence of contingency planning on every Care Plan
- Swift progression to permanency for children where change is not being achieved in their timescales
- CP Chairs and Independent Reviewing Officers monitor the progress of Plans and ensure contingencies are available for timely permanence planning
- Quality of Practice Alerts that shift from process to outcomes
- Practice Alerts will evidence issues and themes and as such will be addressed and monitored.

**Objectives:**

- All children will receive timely and robust assessments leading to SMART Plans that drive improvements for them
- Children will not experience delay in achieving outcomes and permanence
- Every child in PLO or who are Looked After will have contingency plan for permanency
- All children will have opportunities to inform and be part of their permanency plan to ensure their wishes, views and feelings are fully considered
- Birth families, carers and wider family will be clear of the local authority concerns and the actions they need to take in timescale to achieve change for children
- Children and their families will be invited to be involved in all planning and decision making when appropriate, to ensure all actions and decision taking is in the child best interest

**Recommendation 12**

Ensure that connected carers are thoroughly assessed within regulatory timescales.

**Outcomes:**

- Children are not living in unregulated placements
- Connected adults are thoroughly assessed as connected persons carers as early in the permanency journey as possible and within regulatory timescales
- Children live with carers who can meet their individual and diverse needs
- Children are supported to live with people that know them well permanently
- Carers for children in connected persons placements are given timely and adequate financial and practical support to care for children

**Measured by:**

- Use of Family Group Conferencing
- Evidence of joined up viability assessments taking place at the earliest stage of the permanency journey
- Number of children living with carers who have temporary approval as Foster Carers
- Timeliness of Foster Carer assessments
- Audits and tracking of compliance with regulatory timescales for assessment

**Objectives:**

- Children's plans for permanency are achieved through timely and robust assessment of connected carers
- Children are not subject to prolonged uncertainty about their future care arrangements
- Children do not experience multiple placement moves

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**Recommendation 13**

Ensure that all children who are privately fostered and their carers are regularly visited, that all work is compliant with minimum standards of good practice, and that the awareness of private fostering is raised in the workforce.

**Outcomes:**

- Children in private fostering arrangements are safe and monitored appropriately
- Children in private fostering arrangements will be regularly visited and their carers reviewed in timescales.
- Private fostering arrangements will be reviewed and will meet minimum standards.

**Measured by:**

- 100% of private fostering are appropriate and meet minimum standards
- Applications received and successful

**Objectives:**

- Children subject to private fostering arrangements are identified and their living arrangements robustly assessed
- All agencies operating in Barnet can identify and refer children who may be privately fostered
- Children living in private fostering arrangements have access to timely and proportionate support to meet their needs

**Recommendation 14**

Ensure that homeless 16-17 year olds are thoroughly assessed and that appropriate ongoing support is offered to them to meet their needs.

**Outcomes:**

- Homeless 16 and 17 year olds will receive a respectful and responsive service when they present as homeless
- Homeless 16/17 year olds will have a joint assessment of their needs that considers their full range of needs, support requirements and risks they might be exposed to
- Young people will be provided with safe, good quality and supported accommodation during assessments when required
- Young people's relationships with their families will be prioritised and promoted in accordance with their best interests.
- Homeless 16/17 years olds will experience positive support and have access to their information about their rights and the local authorities have a good understanding of the ongoing support available to them and will contribute to their plans
- Young people who are assessed as homeless are aware of their rights to services under s17 and s20 Children Act 1989
- Young people who are provided with accommodation under s17 CA'89 or Housing Act are subject to a CiN Plan that coordinates effective support to meet their needs
- Young people who are accommodated under s20 CA'89 receive good quality services as children Looked After

**Measured by:**

- Audits will measure the quality of assessments, plans, support and accommodation for young people
- Feedback from young people is positive
- Evidence that the 16/17 year old homeless protocol is embedded in practice

**Objectives:**

- All young people will have the right assessment and the right plan will ensure timely support is in place
- All young people will have a quality plan which they have been fully involved in
- All young people will have a plan which reflect this assessment of needs and risks
- All young people will be aware of their entitlements and how to access them

**Recommendation 15**

Ensure that the oversight of practice by all operational directors, heads of service, team managers, child protection chairs and independent reviewing officers is child focused and effective in achieving positive change for children.

**Outcomes:**

- The lives of children, young people and families in need of help and protection are improved by rigorous challenge at all levels of the authority, including the challenge to partners; and planning and reviews of their situations.
- IROs and CP Chairs will have a clear footprint on children's files, with a clear escalation process which challenges practice and performance at all levels.
- Supervision will be reflective and task focused, setting out clear actions and timescales, and reviewing progress against actions.
- Senior managers will review and scrutinise all cases that are not progressing effectively to challenge practice and ensure the right plan is put in place promptly.

**Measured by:**

- Quarterly and Annual reports around Safeguarding service
- Practice Alerts will evidence issues and themes and as such will be addressed and monitored.
- Case audit – target: all cases audited will reach a standard as good or above
- Monthly Audits will monitor and review the quality of decision making and ensure voice of child/family is present in 100% of Plans
- Group supervision will enable reflection and critical challenge; underperformance challenged and addressed through individual supervision
- Quality Assurance Framework which forms part of systematic review processes which are embedded; progress will note sustained improvements and identify areas for continued improvement

**Objectives:**

- Themes and lessons from casework are systematically collated, analysed and learned from.
- IROs and CP Chairs will work closely with social work staff to ensure practice improves and any issues are managed without delay
- The progress of all plans is reviewed within target time scales and any issues impacting on progress are addressed.
- Children, young people and their families have a clear understanding of the concerns and risks identified as plans will be smarter.
- Conferences and reviews are well informed by good quality information.
- Conference chairs have oversight of all child protection cases and drive planning and progress.

**Recommendation 16**

Improve children's participation in all decisions and planning that affect them and in future service developments, including their stronger involvement in corporate parenting.

**Outcomes:**

- Children will be actively engaged in decisions affecting their lives
- Children will contribute to their Plans and Assessments
- Children will influence and contribute to the development of services
- Children will have an active voice in a range of forums
- Children will have access to advocates who can promote their rights and welfare
- Children will be listened to
- Commissioned services are based on identified need and take into account the views of young people
- Services are evaluated and reviewed regularly to ensure they are making a difference and improving circumstances for children, young people and families.

**Measured by:**

- Children's records, assessments and plans evidence children's views, participation and engagement in processes and decisions affecting them
- An increase in the number of children involved in Barnet's young commissioners programme
- Evidence of engagement of children in development of services and commissioning processes
- Feedback from children, young people and families

**Objectives:**

- Children and young people will be provided with opportunities to participate in assessments and plans being made for them
- Children and young people will be provided with opportunities to participate and influence in the design and commissioning of services
- UNICEF Rights Partners Programme is implemented and embedded

**Recommendation 17**

Ensure that all children receive help to understand their histories, and that social workers write life story books and later life letters sensitively in a child-focused way.

**Outcomes:**

- Looked After Children will have good quality, child friendly and age appropriate stories developed with them that helps them understand their experiences and journey into and through care
- Social workers will collect memories for children from the earliest point of the permanency journey to contribute to their life story work and later life letters
- Children will be actively engaged in the creation and development of their Life story
- Adopted children will have good quality child focused later life letters prepared for them

**Measured by:**

- Evidence of good quality, child centred life story work being undertaken and completed for all children in care or being placed for adoption
- Audits examine the quality of children's records and to ensure they are clear and accessible to children and young people.
- Independent Reviewing Officers review and monitoring of life story work being completed in children's timescales
- Evidence of supervision that drives completion of Life story work and later life letters within timescales

**Objectives:**

- All children and young people who live in care or who are adopted will have access to information about their lives and their journey
- Children will develop coherent narratives about their experiences
- Children will form a stronger sense of identity
- Children's records provide an accurate, child centred and concise narrative that children can follow



**Recommendation 18**

Ensure that children's diversity and identity needs are met and that they are supported to retain their birth language. Ensure that interpreters are used to communicate with them and their families, when needed.

**Outcomes:**

- Social workers spend time with children, undertaking direct work to understand their experiences, views, wishes and feelings.
- Senior managers will review and scrutinise all cases that are not progressing effectively to challenge practice and ensure the right plan is put in place promptly.
- All children and young people will be carefully matched to families that best meet their holistic needs, including their diversity and identity needs.
- All children and young people will be listened to, practice is focused on their needs and experiences and influenced by their wishes and feelings or, where they cannot represent their view themselves, those advocated on their behalf.

**Measured by:**

- Audits will measure the quality of Plans and ensure that 100% of Plans meet child diverse needs, and their wishes and feelings
- Group supervision will enable reflection and critical challenge; underperformance challenged and addressed through individual supervision
- Supervision will critically challenge and provide oversight to ensure all assessment and plans are fit for purpose and result in expected change for children
- Audits will measure the quality of Plans and ensure 100% of Plans meet the assessed needs and risks
- Feedback from children, young people and families – target: improved positivity

**Objectives:**

- All children, young people and families will have a quality plan which they have been fully involved in (including pathway plans)
- All children, young people and families will have a plan which reflect this assessment of needs and risks (including needs led assessments)
- Assessments are conducted in a timely fashion; contain the views of children and young people; and contain a detailed analysis based on research, evidence and impact.

**Recommendation 19**

Improve care leavers' ownership of pathway plans and the quality and timeliness of targets, to improve their lives. Ensure that care leavers have the tools, such as money management, to cope with life's challenges and are fully aware of the 'Pledge' and their entitlements.

**Outcomes:**

- Social Workers will fully consider all children and younger people's long term needs at the earliest opportunity
- Young people make successful transitions to adulthood and achieve their aspirations through having the care, support and help they need
- All Care leavers receive the help they need through having well developed Pathway Plans in place
- Young people looked after, will have permanency considered at an early stage and there longer term needs will be fully considered including staying put
- Care Leavers successfully live independently

**Measured by:**

- Audits will measure the quality and long term arrangements of placements
- Child, young person and family feedback to enable us to measure what is working well and what needs to be further improved
- Care leaver pledges: will be measured to ensure Barnet Council promise is adhere to, this feedback will be delivered to the Corporate Parenting Advisory Panel (CPAP) each quarter
- Data: provides clear analysis of number of care leavers in staying put arrangements or alternative number of care leavers in staying put arrangements or alternative improves
- Care leaver participation in workshops

**Objectives:**

- All children who become looked after have their longer term arrangements considered at an early stage when placed with foster carers, staying put options will be consistently considered for all our children in care.
- All children, young people who are looked after will have a clean, SMART and updated Pathway Plan which is derived from an assessment of their need
- All Pathway Plans will be of high quality, robust and completed in a timely manner
- The progress of all plans are reviewed within target time scales and any issues impacting on progress are addressed
- Barnet to be a learning organisation which is led by practice, family and carer feedback
- All care leavers are prepared for independent living

## 7. Our Action Plan

Recn.	<b>Objective One:</b> Empowering and equipping our workforce to understand the importance and meaning of purposeful interventions with families <b>Lead Officers:</b> Operational Director Early Help, Children in Need of Help & Operational Director Corporate Parenting, Permanence and Transitions				
	3 months	6 months	9 months	12 Months	
1.01	1, 2, 3,	Thresholds document to be launched to all partners and implemented immediately [completed]	All partners understand their role in delivering improved outcomes for children and young people.	All partners play an active role in improving outcomes for children and young people.	
1.02	2	Monthly Quality assurance activity [multi-agency] demonstrates good multi-agency information gathering to inform timely and proportionate decision making Performance data from MASH is routinely challenged and scrutinised by managers and partners MASH Steering Group fully established and attended by all partners [completed] MASH partners routinely contribute to decision making and understand their role in delivering improved outcomes for children and young people Performance data from MASH is available regularly to managers to inform practice development			
1.03	1, 4, 9, 18	Line Managers to review all open CIN and CP cases and ensure the plans are SMART and of good quality, and work with social workers to improve these Evidence of the use of the Graded Care Profile (where appropriate) on all cases of neglect. All case files to have chronologies and genograms; to be reviewed by line managers and discussed with social Quality assurance activity [by the council and LSCB] demonstrates children's views participation and All open cases evidence children's views, participation and engagement on their records, assessments and			

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	3 months	6 months	9 months	12 Months
	<p>(e.g. take off old actions that have been completed, make sure the actions are specific and address the risks, and make sure there are clear timescales for existing actions). The review to also include identifying the contingency plan for each case and clearly recording this.</p> <p>All open cases to evidence children's views, participation and engagement on their records, assessments and plans</p> <p>A full audit of all Child in Need cases to be undertaken by deputy managers and TMs to re-evaluate the risks and urgently escalate any cases that meet the threshold to child protection.</p> <p>Graded Care Profile training to continue to be implemented across the partnership [ongoing]</p>	<p>workers through supervision</p> <p>All open cases evidence children's views, participation and engagement on their records, assessments and plans</p>	<p>engagement in records, assessments and plans</p> <p>All open cases evidence children's views, participation and engagement on their records, assessments and plans</p>	<p>plans</p>
1.04	3, 6,	Quality assurance activity [by the council and LSCB] demonstrates visits, conferences, reviews and assessments are based upon needs and levels of risk to		

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	3 months	6 months	9 months	12 Months
15, 18	children.  Children's files to be updated with 'danger statements' which ensure history is considered  All service areas work to achieve 100% compliance for visits, conferences, reviews and assessments	All visits, conferences, reviews and assessments are conducted on time  All children's files evidence 'danger statements' which ensure history is considered		
1.05	1, 4, 9, 18	Review a sample of child protection cases that have recently been closed by the Quality Assurance Manager  Quality Assurance Team to undertake a programme of audits of supervision to assess frequency and quality. Full report to SMT  Assurance test of management oversight to be undertaken via all CP case audits and review of cases	Assurance test of management oversight to be undertaken via regular dip-samples of CP cases by Operational Director	
1.06	1, 5, 18	Partners to have a clear understanding of the importance of their contribution to improved outcomes for children and young people through input at strategy meetings.  All partners understand their role in	Partners routinely attend strategy meetings and pro-actively take part in developing assessments and plans for children and young people	
			Quality assurance activity [by the council and LSCB] demonstrates good multi-agency participation and response to the needs of the child or	Quality assurance activity [by the council and LSCB] demonstrates good multi-agency participation and response to the needs of the child or

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	3 months	6 months	9 months	12 Months
	delivering improved outcomes for children and young people.		young person	young person
1.07	1, 6, 8	All social workers have regular, reflective supervision that is quality assured and focused on timely outcomes for children and more effective social work interventions Management oversight is evident on all casefiles and provides effective direction that improves outcomes for children and young people		
		Write an overview of management oversight expectations outlining how actions are to be tracked by managers between supervision sessions to avoid drift and challenge any poor performance. The document is to be included within the supervision policy  Management briefing to be held with all managers on the importance of supervision and management oversight		
1.08	10	Group supervision will ensure all return home interviews, and the content, is fully considered, recorded and part of the planning and decision making Return home interviews to be included in the monthly DU Assurance report for consideration Practice Development Workers to focus on the risks to the lived experience of children missing		
		Review the function of the child sexual	Return home interviews will be routinely completed and uploaded for all children missing informs planning and decision	

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	3 months	6 months	9 months	12 Months
	exploitation and missing sub group and align this with other strategic fora to incorporate children at risk of youth violence and gang affiliation [LSCB action]  Return home interviews will be routinely completed and uploaded for all children missing	making  Newly established strategic partnership group, strategy, profile, scorecard and audit programme designed and operational in response to adolescent risk is developed and understood across the partnership [LSCB action]	Analysis of the effectiveness of the REACH team to be undertaken	
1.09	11	Undertake an analysis on PLO and care proceedings recently reviewed to ensure robust SMART plans are in place and that they are progressing/no drift and put together action plan for any action needed (since Jan 2017)  Analysis of Permanency Court tracker to be developed and reported to the Senior Management Team on a quarterly basis		
1.10	12	Undertake an analysis of all Connected Carers to ensure compliance with timescales [unregulated connected Connected Carer placements tracked through Placement Dashboard and reported monthly through DU Assurance Report		

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	3 months	6 months	9 months	12 Months
	carers completed]  Embed an effective and seamless process across all service areas that identify Connected Carers at the earliest point and ensure robust assessments at viability and full-assessment stage			Quality assurance team to undertake thematic audit on connected person placements at least annually
1.11	13	Embed robust Private Fostering assessments that address risk and quality of care  Plan publicity campaign across Barnet raising awareness around Private Fostering		
		Practice reflects robust Private Fostering assessments that address risk and quality of care  Completion of series of Private Fostering awareness raising events		
1.12	14	Evidence Youth Homelessness protocol is embedded into practice	A full audits of all Youth Homeless cases (by the council and LSCB) demonstrates the impact of the protocol on this cohort of young people	Insight analysis completed to understand cohort of Youth Homelessness in service and experiences for young people
				Feedback from young people demonstrates a positive experience



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	3 months	6 months	9 months	12 Months
1.13	8, 15	An independent quality assurance audit of LAC Reviews, to scrutinise and challenge IRO practice and ensure LAC reviews meet statutory requirements.  Assurance test of IRO oversight to be undertaken via regular dip-sample LAC case audits and review of cases by Operational Director		
1.14	8, 15	Introduce a revised Practice Alert policy  Safeguarding team to use the practice alert process to introduce challenge into practice  Track on a monthly basis practice alerts and responses  Develop a summary and analysis report of Practice Alerts that is presented as part of the Weekly Performance Reports Themes from practice alerts are fed into the training strategy IRO/CP manager meets regularly with Heads of Service to escalate issues or themes		
1.15	1, 8	The Quality Assurance Framework continues to evaluate the quality of social care interventions and outcomes for families to provide baseline indicators of quality. This will set out the % of cases where interventions and outcomes are good, require improvement, inadequate.  Audits (by the council and LSCB) will demonstrate the quality of social care interventions is improving and there are improving outcomes for individual families.		
		Live auditing is embedded into the service as part of the Quality Assurance Framework  The Quality Assurance Framework is implemented into the partnership		

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	3 months	6 months	9 months	12 Months
		alongside the LSCB		
1.16	1, 17	Recruit 3 additional social work staff to completed lifestory work across all LAC.  Direct work and lifestory work in progress for all LAC in long-term placements  Track progress and quality of direct work and lifestory work through peer auditing		All LAC to have life story work
1.17	19	Report progress of Corporate Parenting Action Plan to Corporate Parenting Officers Group (CPOG) and CPAP		
		Review the progress of the Care Leavers Strategy and Corporate Parenting Action Plan with stakeholders  The review of the Children in Care Pledge to be communicated to all LAC and Care Leavers.  Develop an information leaflet for care leavers telling them about their entitlements and how to access them; disseminate to all care leavers	Feedback from care leavers evidences their knowledge of entitlements and access to them.	

Recn.	<b>Objective One:</b> Empowering and equipping our workforce to understand the importance and meaning of purposeful interventions with families <b>Lead Officers:</b> Operational Director Early Help, Children in Need of Help & Operational Director Corporate Parenting, Permanence and Transitions			
	3 months	6 months	9 months	12 Months
1.18	Proposals for Children's Home and Intervention Centre to be submitted for Planning Permission	Functionality of the Intervention to be developed and agreed	Work to commence on new Children's Home and Intervention Centre (subject to Planning)	
1.19	Analysis of all sites undertaken to develop proposals for Family Friendly purposeful interventions and meetings	Proposals submitted to SMT for agreement  Implementation of intervention at most suitable sites		Review arrangements

Recn.	<b>Objective Two:</b> Ensuring our organisational culture, systems and tools to support the delivery of high quality child and family interventions <b>Lead Officers:</b> Operational Director Early Help, Children in Need of Help and Protection, Operational Director Corporate Parenting, Permanence and Transitions and Divisional Director Performance and Improvement			
	3 months	6 months	9 months	12 Months
2.01	1, 2	Family Services Practice Standards are reviewed  Family Service Procedures Manual is reviewed  Refreshed Family Service Procedures Manual is launched	Family Service Procedures Manual is reviewed	Refreshed Family Service Procedures Manual is launched
2.02	ALL	The Improvement Action Plan will be monitored through the Social Work Improvement Board on a bi-monthly basis. The Improvement Action Plan will be a standing agenda item at CELS for members to monitor progress This improvement plan will be updated on a rolling 3 month basis.		
2.03	ALL	Senior managers use data to provide challenge to the system that drives practice improvement		
		A single Assurance Report which combines, performance, improvement, service user feedback and quality assurance is developed and challenged at all levels of the organisation  Team Managers have a thorough understanding of performance and the importance of accurately reporting on	Team Managers actively use data to support service improvement and improve outcomes for children and young people.  Devise a forward plan of insight analysis linked to the Quality Assurance Activity that better informs at all levels  Develop a system to aggregate and/or	Aggregated dataset from return home information and those children at risk of, or being, sexually exploited or involved in gang activity informs planning and risk for children

Recn.	<b>Objective Two:</b> Ensuring our organisational culture, systems and tools to support the delivery of high quality child and family interventions <b>Lead Officers:</b> Operational Director Early Help, Children in Need of Help and Protection, Operational Director Corporate Parenting, Permanence and Transitions and Divisional Director Performance and Improvement			
	3 months	6 months	9 months	12 Months
	<p>the system</p> <p>Further develop the dataset for the 0-25 Disability Service to have appropriate information to allow for effective challenge</p>	<p>cross reference information from return home information with those children at risk of, or being, sexually exploited or involved in gang activity</p> <p>Further develop the Corporate Parenting dataset which ensure corporate parents have appropriate information to allow for effective challenge</p>		
2.04	<p>ALL</p> <p>Opportunities to improve the social care IT system continue to be identified and improved</p> <p>Data quality through timely recording improves month on month</p> <p>Programme of review to be developed and implemented</p> <p>Pilot mobile working programme across the service; developing mobile</p>	<p>Data quality through timely recording improves month on month</p> <p>Findings from mobile working to be presented to SMT and programme of implementation to introduce mobile working across the service in place.</p>	<p>Data quality through timely recording improves month on month</p> <p>'Apps' to support mobile working to go-live</p>	<p>Data quality through timely recording improves month on month</p>

	Recn.	Objective Two: Ensuring our organisational culture, systems and tools to support the delivery of high quality child and family interventions Lead Officers: Operational Director Early Help, Children in Need of Help and Protection, Operational Director Corporate Parenting, Permanence and Transitions and Divisional Director Performance and Improvement			
		3 months	6 months	9 months	12 Months
		'apps' for the LCS system			
2.05	ALL	The Service User Engagement Strategy is implemented across the service		The Service User Engagement Strategy is reviewed for effectiveness	
2.06	6	Wright it Right Framework to be introduced across the service	Casefiles evidence impact of Wright it Right framework		

Recn.	<b>Objective Three: 3.</b> Retaining, attracting and growing a cadre of effective practitioners who are well supported, child focused, curious and inquisitive about what they are seeing and assessing <b>Lead Officers:</b> Operational Director Early Help, Children in Need of Help and Protection, Operational Director Corporate Parenting, Permanence and Transitions & Divisional Director Performance and Improvement			
	3 months	6 months	9 months	12 Months
3.01	ALL	All staff understand the improvement plan, and their role in delivering improved outcomes for children and young people.	All staff across the council understand the importance of the FS Improvement Plan and their role in supporting it	Progress against the Improvement Action Plan is presented to staff and partners
3.02	ALL	Recruitment is ongoing to recruit to vacancies within the service.		
		<p>The HoS Performance &amp; Improvement role is developed so it provides challenge and support across the system.</p> <p>Practice Leaders in post and revised structure implemented across the service</p> <p>0-25 new structure in place following consultation</p> <p>Additional manager capacity in place in CiC to support a reduction in caseloads</p>	<p>The proportion of vacancies/agency staff continues to decrease,</p> <p>Additional resources to support practice development and innovation in post.</p> <p>Additional admin support in place to support Social Work teams</p>	<p>Workforce is more stable. This will be measured through a reduction in turnover and the social worker staff survey that will consider an improvement in staff satisfaction, how well staff feel supported, and proportion of time spent on meaningful social work.</p> <p>The proportion of agency staff has reduced to 10%</p>

Recn.	<b>Objective Three:</b> 3. Retaining, attracting and growing a cadre of effective practitioners who are well supported, child focused, curious and inquisitive about what they are seeing and assessing  <b>Lead Officers:</b> Operational Director Early Help, Children in Need of Help and Protection, Operational Director Corporate Parenting, Permanence and Transitions & Divisional Director Performance and Improvement					
	3 months	6 months	9 months	12 Months		
3.03	ALL	Launch of the Barnet Practice Academy  Learning and development links to the Quality Assurance Framework  Develop an in-depth induction programme for new managers	Measure impact of in-depth induction programme via the Team Managers monthly meetings  All faculties of the Barnet Practice Academy have gone live			Tailored learning and development plans in place for all staff.
3.04	ALL	Continue with programme of training to enhance social work practice and ensure needs of children are met				
		Signs of Safety to be further embedded and used to ensure children’s feelings and wishes are used to inform practice.	All Team Managers to have completed SoS Practice Leadership Training  Develop a programme of Systemic Leadership Training for Team Managers  SoS Practice Leaders (cohort 1) to report on effectiveness of implementation via the Team Managers monthly meeting	Commence Systemic Leadership Training for Team Managers	Senior Management Team completion of Systemic Leadership training  SoS Practice Leaders (all) to report on effectiveness of implementation via the Team Managers	



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