



HILLINGDON
LONDON



Children, Young People and Learning Policy Overview Committee

Date: WEDNESDAY, 15 JULY
2015

Time: 7.00 PM

Venue: COMMITTEE ROOM 5
CIVIC CENTRE
HIGH STREET
UXBRIDGE
UB8 1UW

**Meeting
Details:** Members of the Public and
Press are welcome to attend
this meeting

Councillors on the Committee

Jane Palmer (Chairman)

Nick Denys (Vice-Chairman)

Teji Barnes

Jem Duducu

Duncan Flynn

Becky Haggar

Tony Eginton

Peter Money

Jan Sweeting (Labour Lead)

Tony Little, Roman Catholic Diocesan
Representative

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Terms of Reference

A central role of a Policy Overview Committees is to undertake in-depth policy reviews on specific issues. Reviews provide the opportunity to hear from members of the public and expert witnesses, including people from a wide range of external organisations. Reviews usually make recommendations to the Cabinet on how the Council could improve its work. They therefore perform an important role in opening up the policy-making process to a wider audience, including people who would not normally have the opportunity to participate.

This Committee undertakes the policy overview role in relation to the following matters:

- Adult Social Care
- Older People's Services
- Care and support for people with physical disabilities, mental health problems and learning difficulties
- Asylum Seekers
- Local Authority Public Health services
- Encouraging a fit and healthy lifestyle
- Health Control Unit, Heathrow
- Encouraging home ownership
- Social and supported housing provision for local residents
- Homelessness and housing needs
- Home energy conservation
- National Welfare and Benefits changes

Agenda

- 1 Apologies for Absence
- 2 Declarations of Interest in matters coming before the meeting
- 3 Matters notified in advance or urgent
- 4 To confirm that items of business marked Part 1 will be considered in public and that the items marked Part 2 will be considered in private
- 5 To agree the Minutes of the Meeting held on Wednesday 24 June 2015 1 - 6
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Minutes

CHILDREN, YOUNG PEOPLE AND LEARNING POLICY OVERVIEW COMMITTEE

24 June 2015



Meeting held at Committee Room 5 - Civic Centre,
High Street, Uxbridge UB8 1UW

	<p>Committee Members Present: Councillors Jane Palmer (Chairman), Teji Barnes, Tony Eginton, Duncan Flynn, Dominic Gilham, Becky Haggart, John Oswell, Jan Sweeting (Labour Lead) and Michael White.</p> <p>LBH Officers Present: Vince Clark (Assistant Director, Children's Social Care), Nikki Cruickshank (Interim Assistant Director of Safeguarding and Quality Assurance), Dan Kennedy (Head of Business Performance, Policy & Standards), Tom Murphy (Head of Early Intervention Services), Laura Palmer (School Placement and Admissions Team Manager), Tony Zaman (Director Adult Social Services / Director Children & Young People Services (Interim)), Jon Pitt (Democratic Services Officer).</p>
3.	<p>APOLOGIES FOR ABSENCE (<i>Agenda Item 1</i>)</p> <p>Apologies for absence were received from Cllr. Nick Denys (Vice-Chairman), with Cllr. Dominic Gilham substituting, from Cllr Jem Duducu with Cllr. Michael White substituting, from Cllr. Peter Money, with Cllr John Oswell substituting and from Mr Tony Little.</p>
4.	<p>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THE MEETING (<i>Agenda Item 2</i>)</p> <p>No Declarations of Interest were made.</p>
5.	<p>MATTERS NOTIFIED IN ADVANCE OR URGENT (<i>Agenda Item 3</i>)</p> <p>No matters had been notified in advance or as urgent.</p>
6.	<p>TO CONFIRM THAT ITEMS OF BUSINESS MARKED PART 1 WILL BE CONSIDERED IN PUBLIC AND THAT THE ITEMS MARKED PART 2 WILL BE CONSIDERED IN PRIVATE (<i>Agenda Item 4</i>)</p> <p>It was confirmed that all agenda items were Part I and would be discussed in public.</p>
7.	<p>TO AGREE THE MINUTES OF THE MEETING HELD ON 15 APRIL 2015 (<i>Agenda Item 5</i>)</p> <p>The Committee requested that the minutes of the meeting held on 15 April be updated to reflect that Members had thanked the then Chairman of the Committee, Cllr John Hensley, for his contribution during the 2014/15 municipal year.</p>

	<p>Resolved: That:</p> <p>1. Subject to the above addition, the minutes of the meeting held on 15 April 2015 be agreed as a correct record.</p>
8.	<p>TO AGREE THE MINUTES OF THE MEETING HELD ON 14 MAY 2015 (<i>Agenda Item 6</i>)</p> <p>Resolved: That:</p> <p>1. The minutes of the meeting held on 14 May 2015 be agreed as a correct record.</p>
9.	<p>SCHOOL ADMISSIONS UPDATE (<i>Agenda Item 7</i>)</p> <p>Officers provided an update on school admissions in the Borough. This updated the Committee on the allocation of primary and secondary places offered in Hillingdon for September 2015.</p> <p>All applications for a school place for September 2015 had been made a reasonable offer of a place, including applications that had been received late. In response to a Member question, officers advised that the definition of reasonable was receiving an offer of a place for a school that was within three miles of a pupil's home or within an hour's travel time for a secondary school place. In practice, pupils had been offered a school within 2.5 miles of their home, unless the applicant had expressed a preference for a school further away.</p> <p>It was noted that performance had been good with a high proportion of parents having been offered one of their top three preferences. Hillingdon was 6% above the London average in terms of the number of pupils offered a place at their first preference school. Performance in Hillingdon had also been above average in previous years. There had been a 3.4% increase compared to 2014 in applications for reception places and a 2.9% increase in applications for secondary places. This equated to a total of 4,126 applications for a primary place and 3,044 applications for a secondary place. The national offer day for primary school places had been in April and there were currently around 400 places remaining.</p> <p>Hillingdon had achieved the highest number of first preference offers and first to third preference offers for secondary school places of any local authority in West London. All admissions appeals for entry to community schools in the Borough during the 2014/15 academic year had been successfully defended. There had been 26 such appeals and it was noted that this figure was significantly lower than in other nearby local authorities.</p> <p>Officers had started to make preparations for the 2016 admissions cycle and it was anticipated that publicity brochures would be available for September. Staff would attend school open days to inform parents about the admissions process. The main aim of this and other publicity was to increase the number of admissions made on time. Officers had presented to a Hillingdon Improvement Programme (HIP) meeting in April and had started work with the Access Channel Manager to enable the School Admissions service to be more pro-active. One example of this was encouraging would be parents to register for updates before their children had been born.</p> <p>The Committee welcomed the school admissions performance and the improvements made. In response to a Member question, officers advised that over 90% of</p>

applications for school places had been made online, although some parents had submitted both electronic and paper versions of their applications.

Members asked whether the increased capacity had been fully utilised at schools that had already been expanded. It was confirmed that 11% of places in reception had been vacant for entry in September 2014 and that the figure for September 2015 would be 8%, excluding late applications. The Borough was broken down into a number of Primary Planning Areas and full capacity was being used in some of these, with some individual schools, such as John Locke and Lake Farm Park being full or close to full. There was a need to balance availability of places with demand. Successful balancing was reflected in the number of applicants offered their first choice.

Members questioned why the overall number of primary places available for September 2015 had fallen slightly. Officers confirmed that this was due to Nanaksar Primary reducing their published admission number to zero, over which the Council had no control. In the event that Nanaksar's published admission number had remained at 120, the total number of places available for reception applicants would have increased by 70. The Education Funding Agency had factored places that were expected to be offered by Nanaksar's into its funding calculations, which could cause difficulties if anticipated places did not materialise for 2016. In the event that places are offered at Nanaksar for 2016 there was a likelihood of some parents looking to move children from other schools.

Pupils living outside the Borough and attending schools within it did put some pressure on places, but this was balanced by pupils living in Hillingdon who travelled to school outside the Borough. A number of children commuted into the Borough to attend faith schools, but a number of others travelled out of Hillingdon to attend selective schools. Each application for a school place was considered against specific criteria and it was noted that although distance from school was a factor, it was not possible to prioritise applicants living within Hillingdon over those from outside the Borough who lived closer to a particular school.

The Committee questioned what action was being taken in relation to pupils not being offered a place due to the applicant not using their maximum number of preferences, or where an application was submitted for a school that the pupil was unlikely to meet the admissions criteria for. Officers responded that admissions staff attend open days to provide information about the admissions process. Literature had been provided to nurseries, infant and primary schools and a publicity video was being developed for the Council website. Parents that had submitted applications with limited or unsuitable choices were contacted to ask if they would like to reconsider their choices ahead of places being allocated. It was noted that Hillingdon had the highest percentage of any London Borough for the percentage of applicants offered their first choice of primary school.

The Committee asked whether there had been an increase in the number of applications to faith schools, for details of place availability across the Borough and for timescales in relation to school expansion. There was no noticeable trend with regard to faith schools. There had been a slight fall in applications for September 2014 entry, followed by an increase this year. There was, however, a noticeable trend towards applications for schools that had new facilities. In the north of the Borough there were 60 places available in Northwood and Harefield, while in the south of the Borough there were four secondary with a good availability of places. However, it was anticipated that there would be a pressure on secondary school places within the next three years. This was particularly the case in the north of the Borough, due to there being fewer schools and

	<p>therefore, fewer places available. This demand was being addressed in a number of ways. Plans were progressing for the rebuilding or expansion of Northwood, Abbotsfield and Swakeleys secondary schools and the possibility of expanding three primary school sites was being investigated.</p> <p>The Cabinet Member for Education and Children's Services had been briefed on the school expansion proposals. A feasibility study would be undertaken during the summer in order to facilitate the development of proposals in the autumn. It was noted that a number of secondary school sites were constrained in terms of the opportunity for expansion, especially as secondary expansion required more space than primary expansion.</p> <p>Resolved: That:</p> <p>1. The School Admissions Update be noted.</p>
10.	<p>FURTHER UPDATE ON PREVIOUS REVIEW OF THE COUNCIL'S ROLE AS CORPORATE PARENT (<i>Agenda Item 8</i>)</p> <p>Officers introduced a brief update on Recommendation 8 of the previous Committee review, 'Strengthening the Council's Role as a Corporate Parent.'</p> <p>Recommendation 8 of the review had been "Instruct officers to investigate the viability of building education, residential and respite accommodation alongside the future development of schools in the Borough and report findings back to Cabinet in due course."</p> <p>Officers had previously advised the Committee that work was taking place to clarify the recommendation. Members were informed that the issue was under consideration as part of the Resources Sufficiency Strategy. The Strategy, which outlined planning for children in care, was due to be presented to the Corporate Parenting Board at its July 2015 meeting.</p> <p>Resolved: That:</p> <p>1. The verbal update provided be noted.</p>
11.	<p>THE EFFECTIVENESS OF EARLY HELP IN HILLINGDON IN THE PREVENTION OF NEGATIVE OUTCOMES FOR FAMILIES (<i>Agenda Item 9</i>)</p> <p>The Committee was presented with a draft scoping report for the Committee's first major review of 2015/16. The proposed title of the review was "The Effectiveness of early help in Hillingdon in the prevention of negative outcomes for families."</p> <p>Some Committee Members expressed concerns that the words "poverty" and "neglect" that had featured in a previous version of the title had been removed. The Members felt that these issues were key and that it was important that they be included in the title of the review. Members referenced the Joint Strategic Needs Assessment that contained a variety of information in relation to these issues and which they felt emphasised their importance in Hillingdon. It was suggested that the Assessment would be a key source document for the review. The Members requested that the review should consider the differences between the north and south of the Borough and investigate the number of children affected by neglect and poverty locally. There had been pockets of relative poverty in the Borough for a number of years and the Members felt that the review</p>

should seek to address these.

Officers advised that the terms 'neglect' and 'poverty' had not been included because the work of early intervention services was broad. Inclusion of such terms in the title could, therefore, have the unintended consequence of other factors not being fully considered by the review and there would also be a danger of the focus of early intervention being overlooked.

Other Members felt that the review would be a lot broader than the issues of 'poverty' and 'neglect' and that it would, therefore, not be appropriate to include them in the title. A Member also raised concerns about use of the word 'poverty', due to the negative stereotypes that it could portray. There was also a discussion about whether the word 'vulnerable' should be included in the review title. Some Members felt that it was important to make this distinction, while others felt that this could lead to issues affecting other families not being considered. The Chairman reflected that the issue of poverty would be considered during the review regardless of whether it was included in the title. In response to a suggestion that a working title could be adopted and later changed, the Chairman stated that her preference would be for the title to be agreed at the current meeting.

Officers suggested that the title of the review could be more positive and that "prevention of negative outcomes" could be altered to "promote positive outcomes."

The following review title was proposed for consideration by the Committee, "The effectiveness of early help to promote positive outcomes for families." The proposed title was moved, seconded and upon being put to a vote was agreed by five votes to four.

It was agreed that the draft scoping report would be amended to make specific reference to poverty within the terms of reference and also within the aims and background to review section of the document.

Resolved: That:

- 1. The title of the major review was agreed as "The effectiveness of early help to promote positive outcomes for families."**
- 2. The scoping report be revised to make specific reference to poverty within the terms of reference and within the aims and background to the review.**
- 3. Officers to arrange for appropriate witnesses to attend the meeting of the Committee due to be held on 9 September 2015.**

12. **FORWARD PLAN** (*Agenda Item 10*)

Members asked for confirmation that the School Improvement Plan would be going to Cabinet in July 2015. Officers advised that a Plan would be considered by Cabinet in July. This would be followed by the submission of a more detailed Commissioning Plan in September 2015.

Resolved: That:

- 1. The Forward Plan be noted.**

13.	<p>WORK PROGRAMME 2015/2016 (<i>Agenda Item 11</i>)</p> <p>Members asked whether a topic had been selected for the Committee's second review of 2015/16. Officers advised that the Committee had previously identified alternative education provision as a possible review topic. This would be brought to the Committee for consideration later in 2015.</p> <p>The Committee asked for a progress update in relation to recruitment of staff as part of the Children's and Young People's Services Improvement Plan. Officers advised that letters had gone out for the Team Manager posts and that recruitment to other posts would follow in the autumn. It was noted that a full update would be provided to the Committee at the July 2015 meeting.</p> <p>Resolved: That:</p> <p>1. The Work Programme be noted.</p>
	<p>The meeting, which commenced at 7.00pm, closed at 8.05 pm.</p>

These are the minutes of the above meeting. For more information on any of the resolutions please contact Jon Pitt on 01895 277655. Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

CHILDREN AND YOUNG PEOPLE'S SOCIAL CARE SERVICE IMPROVEMENT PLAN - PROGRESS REPORT

Contact Officer: Vince Clark

Telephone: 01895 250498

REASON FOR ITEM

This is the first report outlining the details of the Service Improvement Plan for the Policy Overview Committee. The plan gives an overview of all of the key areas of activity and details of the current stage of improvement work within Children and Young People Social Care. Within the context of the Department's overall plan, this paper sets out the key themes and challenges facing Children's Social Care in order for it to reach a good level of service by the end of this financial year. This paper gives a strategic context in which the detailed action plan priorities are set out.

SUGGESTED COMMITTEE ACTIVITY

It is recommended that the Committee notes the development of the Service Improvement Plan and progress undertaken to date, and comments as appropriate on the direction of travel and pace of improvements within the service.

INFORMATION

1. In March 2015 this Committee was informed that the Ofsted Plan to address the recommendations from the previous inspection has now been concluded and that ongoing improvement work would now be transferred to the new Service Improvement Plan. In developing this plan the service has taken into consideration recent changes and developments to national policy, legislation and the report of the Chief Inspector Ofsted. In his report published in March 2015, the Chief Inspector Ofsted outlines the key characteristics of authorities judged to be good under the new inspection framework for children's social care as follows;
 - Strong leaders and managers have a relentless focus on outcomes for children
 - Social workers work directly with children and families at an early stage to prevent the need for further intervention
 - Managers and social workers have a discernible 'grip' on cases at all times
 - Managers have strong oversight of caseloads, vacancies, and a high quality of training and supervision
2. These key principles have been woven into Hillingdon's Service Improvement Plan. The plan is also designed to deliver sustainable improvements in the service through the development of good social work practice. Our vision is to ensure that every child and family who comes to our attention has:
 - Their needs and vulnerabilities assessed quickly and accurately
 - Any risks children face are quickly identified, and are reduced as a result of our involvement

- We talk to and listen to children and families through our involvement and where possible act on their concerns
 - If families need support, this is done through good social work intervention with clear and timely goals
 - If we cannot achieve positive safe change for children in their family, we offer additional specialist support and are clear about our responsibilities and their rights
 - If children cannot live safely in their family, we work with the wider family to ensure they remain within their community, and if this is not feasible we provide good quality alternative homes on a permanent basis
3. Critical to the Service Improvement Plan (SIP) will be a successful recruitment campaign for permanent staff coupled with the implementation of a flatter management structure. This will provide improved stability within the workforce and effective leadership at a practice level. The SIP will deliver a social work structure built around a model of one team manager with a maximum of 7 social workers to supervise. This will strengthen accountability of good practice within the teams and will maintain the POD business support system. This model will also invest in the advanced practitioner role to deliver enhanced practice leadership in all of the social work teams.

Children's Social Care

4. Nationally, children's social care face the challenges of continued scrutiny and higher expectations, whilst maintaining the emphasis on keeping children safe and wherever possible supporting them to remain in their families. Changes in legislation have introduced new timescales for specific aspects of support to children; including the length of care proceedings and the decisions relating to permanence for children looked after who are unable to return to their immediate family. There is also greater expectations in how well Children's Services identify, manage and support children who are at risk of Child Sexual Exploitation (CSE), trafficking, grooming, Female Genital Mutilation (FGM), gang violence and radicalisation. All of these issues are relevant to how we plan and provide the service within Hillingdon.
5. Central Government has also recently introduced new legislation which has extended the *staying put* age range for Looked After Children from 18 to 21. This has resulted in an increased number young people remaining within their foster placements until their early adult hood. The Children and Families Act 2014 and recent guidance from the DfE has also placed additional responsibilities on local authorities relating to child adoption that will mean that the Council will have to consider plans to work in partnership with neighbouring local authorities in the provision of this service.
6. Locally, children's social care also has to manage the demands from Heathrow airport because Hillingdon is the London Borough responsible for providing services to unaccompanied and asylum seeking children and young people. This group of children and young people are particularly vulnerable and often have to be brought into the care system in order to meet their needs. This presents a significant and ongoing burden because, under care leavers legislation, the Council has duties to

care for this group of young people until they are up to 25 years of age. This group of children and young people also account for the higher than normal number of teenagers within Hillingdon's Looked After Children population.

Improvement Plan

7. The Service Improvement Plan (SIP) is developed to incorporate and manage these local and national demands whilst also improving the overall quality of social work practice. The SIP provides a framework of seven work streams that will address the wide range of challenges and improvement activity required within the service. The plan's objective is to ensure that changes implemented are sustainable in the longer-term. The seven work streams are:
 1. Workforce development
 2. Improve Triage, MASH and Referral & Assessment
 3. Improving social work practice within the CSWTs
 4. Improving outcomes for Looked After Children (LAC) and Young People
 5. Improving the quality of Fostering & Adoption provision
 6. Embedding new ways of working and improved practice management arrangements
 7. Effective Quality Assurance

8. Each of the work streams within the SIP is supported by a detailed action plan with clear milestones and performance targets. The action plans form the core business for the Assistant Directors and Service Managers within children's social care. The SIP will be monitored at regular intervals by the following management and corporate bodies:
 - CYPS service manager meeting (Fortnightly)
 - CYPS Senior Management Team (Monthly)
 - Children's Services Performance Monitoring Board (Monthly)
 - Deputy Leader of the Council and Cabinet Member for Education and Children's Services meeting (Monthly)
 - Children, Young People and Learning Policy Overview Committee (Quarterly)
 - Corporate Parenting Board (work streams 4 & 5 - 2 monthly)
 - Local Safeguarding Children's Board (work streams 2 & 3 - 2 monthly)

SUGGESTED COMMITTEE ACTIVITY

To consider the SIP and action plans and note progress undertaken to date, and comments as appropriate on the direction of travel and pace of improvements within the service.

BACKGROUND PAPERS

1. London Borough of Hillingdon Children's Social Care Improvement Plan 2015/16
2. Children's Social Care Improvement Action Plan 2015/16

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London Borough of Hillingdon Children's Social Care Services Improvement Plan 2015-16

Version Control

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[Appendix 1 - Children's Social Care Improvement Action Plan 2015-16](#)

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1. Hillingdon's vision for vulnerable children

To deliver an outstanding Social Care Service for Hillingdon's children and young people. With a greater focus on prevention and getting it right through early support, Children's Social Care Services will focus on offering accessible good quality outcomes for those families that require specialist interventions.

What does Hillingdon's vision mean for children and families in social care?

Our vision is to ensure that every child and family who comes to our attention has:

- Their needs and vulnerabilities assessed quickly and accurately
- Any risks children face are quickly identified, and are reduced as a result of our involvement
- We talk to and listen to children and families through our involvement and where possible act on their concerns
- If families need support, this is done through good social work intervention with clear and timely goals
- If we cannot achieve positive safe change for children in their family, we offer additional specialist support and are clear about our responsibilities and their rights
- If children cannot live safely in their family, we work with the wider family to ensure they remain within their community, and if this is not feasible we provide good quality alternative homes on a permanent basis

To achieve the vision, this plan recognises the importance of building a strong and secure social care workforce that is supported by good supervision and training and has a balanced and realistic case load. The plan outlines the priority areas of activity required to improve the overall quality of social work being delivered to our children and young people. The plan also acknowledges the urgency required to deliver better outcomes for the children and young people of Hillingdon. This plan enhances the work already completed as part of the Ofsted Improvement Plan 2014 and ensures that recent improvements are sustained and built upon.

This plan has the political, corporate and senior leadership needed to deliver the improvements required. This plan will be monitored through the Senior Management Team within Children and Young People's Services (CYPS) and overseen by the Performance Monitoring Board chaired by the Chief Executive.

Accountability for delivery of the plan has primarily been devolved to the Assistant Directors who have responsibility for improving outcomes for their respective service areas.

2. Overarching priorities for 2015-16

- Deliver a successful recruitment plan coupled with the implementation of a flatter management structure as part of a wider effective workforce plan to ensure good practice management, training and supervision (see work stream 1, 6 & 7).
- That the whole service maintains a relentless focus on achieving good outcomes for children (see work stream 1 to 7)
- Maintain good Triage, MASH and Social Work Teams to work with children and families at an early stage to prevent the need for further intervention where possible (see work streams 2 and 3)
- Deliver a range of good outcomes for Looked After Children (LAC) to be achieved through timely court intervention, focused care planning, and good participation from children and young people in their care planning (see work stream 4)
- Ensure that LAC are offered good and stable placement provision to help them thrive and achieve their best outcomes (see work stream 5)
- Embed the Quality Assurance Framework to deliver good practice management, oversight and good casework practice throughout the service (see work stream 7)
- Ensure good value for money within CYPS, by getting the spend during 2015-16 in line with base budget, primarily by transitioning out of the Skylakes contract and reducing the number of agency / interim staff across the social care workforce (see work stream 1 and 6)

3. Work streams

There are 7 work streams that will deliver improvements to the specified services including a cross cutting work stream 'embedding new ways of working and improved practice management arrangements'. There are also a range of interdependencies with projects led by other parts of the service related to early intervention and other parts of the Council such as housing and these are identified and acknowledged within the work streams.

The actions identified in the plan are developed to ensure successful embedding of re-designed services through good social work practice. The plan's objective is to ensure that changes implemented are sustainable in the longer-term. The high level work streams that contain the specific actions that will deliver service improvement are:

1. Workforce development
2. Improving Triage, MASH and Referrals & Assessment
3. Improving social work practice within the CSWTs
4. Improving outcomes for Looked After Children (LAC) and Young People
5. Improving the quality of Fostering & Adoption provision
6. Embedding new ways of working and improved practice management arrangements
7. Effective Quality Assurance

Work stream 1: Workforce development

The completion of the Service Improvement Plan is primarily based upon having a stable, highly committed and competent work force. Therefore a critical element of the plan is a successful recruitment campaign for permanent staff coupled with the implementation of a flatter management structure. This will provide improved stability within the work force and effective leadership at a practice level. The SIP will deliver a social work structure built around a model of one team manager with a maximum of 7 social workers to supervise. This will strengthen accountability for good practice within the teams and will maintain the POD business support system. This model will also invest in the advanced practitioner role to deliver enhanced practice leadership in all of the social work teams.

Status of the work stream a: Recruitment and Workforce Development actions include the following:

- Implementation of flatter management structure to offer enhanced support and supervision and provide clearer professional accountability
- National recruitment campaign for permanent staff
- Revised social work pathway and offer to ensure Hillingdon is in the top quartile
- Updated website to enable prospective applicants to have a good understanding of what Hillingdon can offer and expectations of the role of a Social Worker.
- Applicant packs to contain all relevant information and guidance when applicants considering Hillingdon as their chosen workplace. Explanation contained in the pack of supervision, POD work, support etc.
- Recruitment process through to delivery to meet the needs of the service in line with the improvement plan.
- Induction process for every new worker to be embedded as standard practice, and to achieve 100% compliance with current staff receiving a refresher induction to update their knowledge.
- Assessed and Supported Year in Employment (AYSE) support for all newly qualified staff to be embedded, with clear standards and requirements set out to encourage these newly qualified workers to remain in Hillingdon long-term.
- Social Work Pathway to be embedded to ensure career structure is supporting individual needs.

Status of the work stream b: The service is supporting this work stream. Improvements include the following:

- Supervision structures to be embedded to ensure 100% compliance and delivery, including recording and performance management processes to be clear and robust in dealing with competency issues.
- PADA reaches 100% completion and is robust in identifying current practices of the worker, identifying learning needs and having a SMART development plan to meet these needs.
- Management development plan to be completed for all managers to support their practice with clear measures of performance incorporated in their development plan / PADA.

Work stream 2: Improving Triage, MASH and Referrals & Assessment

This is the current range of activities from the Children's Social Work Teams (CSWT) with the support of the managed service Skylakes team, which aims to stabilise the service by reducing caseloads and reviewing all the Children In Need (CIN) cases. There is a focus on closing cases where there has been little casework activity or making a clear plan for social work intervention on these cases and ensuring timely decisions for children across the pathway. From November 2014, Skylakes will provide a referral and assessment team for all new social care cases and will ensure that all cases will have an appropriate assessment within agreed timescales. The CSWT will work with cases post assessments and will use the additional capacity provided by Skylakes to review and reduce cases that have been in the service for a number of months.

Outcomes of the work stream

All children accessing targeted social work services will receive a consistent and timely assessment intervention by:

- Improved and consistent decision-making by the Triage and MASH teams.
- Caseloads are to the standard level and in line with current resource capacity.
- Best Value is obtained from Skylakes team in that they deliver to contract showing consistent good performance and to an acceptable practice standard.
- No case to be open without a plan for over 6-8 weeks within the service.
- Triage to work with the Single Point of Contact project (being led by Residents Services - interdependency).
- Snapshot of Emergency Duty Team to scope any issues and risks.
- In 2015-16 a feasible benchmark of case duration for CIN and CP (Child Protection) will be able to be set, as well as step up and step down targets.
- Review the service model for asylum children aligned with wider transformation and funding arrangements.

Measurement of initial progress (6 months)

- Performance data showing an appropriate level of contacts and consistent conversion rate to referrals into Social Care.
- Performance data - weekly target to reduce overall CIN cases to meet target case load. Data-set has been designed to show CIN case trajectory across all teams including Skylakes.
- Service undertakes regular supervision audits and PADA reviews. (Residual Ofsted action).
- Contract oversight - Performance Indicators are set and regular meetings are held on risks and issues. Partnership framework is established.
- Caseloads in the CSWTs to be in line with London AD standards document (average 15 for Duty and Assessment staff, 18 for CP / CIN and 14 for LAC).

This work stream's initial success will form the baseline to re-establish the Children's Pathway and will be a critical factor in staff re-engagement.

Measurements of progress (12 months)

- QA audits and data indicating consistent decision-making from Triage and MASH.
- There will be an increase in families stepping down at key points in social care (at contacts, post assessment and during CP / CIN work).
- Assessments to be completed within timescales. (Residual Ofsted Action).
- QA audits of assessment indicate good quality, child's voice, and leading to quicker and better decision-making. (Residual Ofsted Action).
- CIN families remain in the service for an average of 5 months with the vast majority stepping down to early support.
- CP families remain in the service for 9-12 months with two thirds stepping down to early support and a third being stepped up.
- Pre-proceedings work will be delivered in an average of 12-14 weeks.

This work stream's continued success will form the baseline to deliver to Hillingdon's vision for children.

Status of the work stream: In implementation via action plan.

Work stream 3: Improving social work practice within the Children's Social Work Teams

To ensure the Children's Social Work Teams (CSWT) are stabilised and the new management structure is implemented, which will assist in the implementation of good social work practice. A range of good outcomes for Children in Need (CIN) and Children subject to a Child Protection Plan (CP) to be achieved through timely social work intervention, focused child protection planning and good participation from children and young people. The work stream will also ensure that there is full and effective implementation of legal planning as part of the Public Law Outline (PLO) that will see all pre-proceedings work will be delivered in an average of 12-14 weeks. All statutory requirements will be met and audits will provide evidence of good service user engagement within their care planning. Activities include:

- Utilising Skylakes to act as a referral and assessment team to explore if such an addition to the pathway model would maintain the improvements expected.
- Embed consistent thresholds in Triage and MASH in line with the Children's Pathway, and ensure these are tightly defined and managed.
- To focus on improving practice in key Ofsted priority areas: assessment, chronology, timeliness of decisions, and interventions for children.
- Define a private Fostering service with dedicated resource, and plan to increase referrals, and ensure all statutory regulations are met.
- Bring the specialist parenting assessment service into the current structure, expand its remit to include interventions, evaluation and increase work-flow in line with new target for pre-proceedings work.
- Quality Assurance of process to ensure best practice and the voice of the child remains at the centre of our work with each family.
- Working with the whole service to promote a structured and sound service delivery model that is clearly understood by all and achievable in its implementation.
- Achieve stability by recruiting permanent staff in a phased manner throughout the year, implement new social work pathways and wider workforce planning (see separate recruitment plan).
- Focused work with the QA service including commissioning of training on good chronologies and assessment.
- Focused training on good quality assessments, chronologies (Residual Ofsted Action).
- Introduce Domestic Violence tools (CADA / Matrix) as part of assessment. (Residual Ofsted Action).

Outcomes of the work stream

- Integration of the Skylakes resource into the Children's Pathway to deliver a service as well as release capacity for the CSWT to focus on performance improvement.

- Improved through-put of work from referral to social care planning to permanency, with a clear focus on legal planning and pre-proceedings work (Early Intervention, CIN, CP, LAC or Children's Pathway).
- Effective response to children and young people with clear outcomes that are achievable and timely.
- Good engagement with families in order for them to understand and take responsibility to promote change and in turn safeguard their own children.
- Implement the agreed recruitment plan and implement workforce planning.

Measurements of initial progress (6 months)

- Skylakes and Hillingdon are able to embed a referral and assessment team that delivers early outcomes.
- Reduction of caseloads in the CSWTs, by creating capacity in these teams to close step down and progress casework. The evaluation will feed into any further work on the Children's Pathway.
- A service demand flow map including demand and capacity will be established to ensure there is appropriate capacity at key points in the Children's Pathway.
- The resource is flexed and aligned with the transitional approach and dependent on recruitment.
- Private Fostering lead is identified, project group is set up, QA audit of current cases are completed with learning.
- The Parenting Assessment Service staff are brought into the Hillingdon structure, the remit is expanded with the placing of the specialist Mental Health Worker.
- There is an increase in Legal planning meetings, with an increase in families in pre-proceedings in line with making timely decisions for children.
- Case transfer panel is established, transfer check list (good practice) is used and cases are transferred at agreed points more consistently.
- Improvement in timeliness of assessments completed.
- A focused improvement project on assessment and chronology.
- Number of complaints will reduce and response time will improve.
- Partners feedback will be sought.
- Monthly QA audits on cases will have 100% compliance.
- Recruitment of first line managers is effective as we reduce 100% current agency staff in management positions to 40% or less.

Measurements of progress (12 months)

- Percentage of work judged good or better - 35% by the end March 2015, 50% by end September 2015, 80% by end March 2016.
- Private fostering referrals will increase.
- QA audit of decision-making at front door and to ICPC (test thresholds) is planned for April 2015, which will give us an up to date position in relation to consistency and areas for further improvement.
- Training roll out on assessments.
- All chronologies completed and of good quality.
- For families in pre-proceedings we work to a 12-14 week timescale to deliver more timely decisions for children.

- The timeliness and quality of assessments improve and this is evidenced by QA audits, complaints, staff feedback, supervision audits and timely step downs / step-ups.
- There will be an established mechanism to seek service user feedback, and findings will be part of the learning framework for staff.

Status of the work stream: In implementation via action plan.

Work stream 4: Improving outcomes for Looked After Children & Young People

To ensure the Children in Care (CIC) teams are stabilised to deliver caseloads at a manageable level, which will assist in the implementation of good social work practice. A range of good outcomes for Looked After Children (LAC) to be achieved through timely court intervention, focused care planning and good participation from children and young people in their care planning. The work stream will therefore ensure that there is full and effective implementation of the Public Law Outline (PLO) that will see all children achieve a final care order and permanency plan within 26 weeks. All statutory requirements will be met and QA audits will provide evidence of good service user engagement within their care planning.

Outcomes of the work stream

- All LAC cases will be allocated to ensure they receive good permanent outcomes within 12-18 months (return home, long term fostering, adoption and SGO (Special Guardianship Orders)).
- All cases will be worked as a 'whole service' with social workers coordinating interventions from the virtual school, designated health professionals, and other key agencies (SDQ , LAC reviews, LAC visits, PEPs, Health Assessments).
- Improve the LAC journey to make it more timely and embed good practice within the CIC and Young Person's Teams.
- Fully implement the role of the Court Progression Officer to ensure all court proceedings to be concluded within the 26 week time scale (unless in exceptional circumstances the care process is extended by the Court).
- All care leavers will have a pathway plan and good EET and housing outcomes.
- Improve the level of engagement and consultation with LAC through better practice and roll out of MyReview to all LAC to involve them in their care planning.

This work stream's success will form the baseline to re-establish the Children's Pathway and will be a critical factor in staff re-engagement.

Measurement of progress (6 months)

- Performance data - weekly target to allocate all LAC cases, meet statutory reviewing and visiting targets, through weekly meetings with managers to review performance against target.
- Health, education and placement outputs demonstrate good outcomes for LAC.
- Monthly PLO reporting against 26 week target - continue to reduce number of 'legacy cases' to final hearing and conclude proceedings. Ensure all current work started since October 2014 is concluded within 26 weeks.
- Successful interim recruitment to all social work and team manager posts and caseloads to be within the range of 14-16 cases per qualified social worker.

Measurements of progress (12 months)

- Average caseloads remain within 14-16 cases per qualified social worker.

- All LAC cases allocated and children and young people have their statutory requirements met.
- 80% of QA audits and data indicating good results with evidence of consistent decision-making in care planning and timely outcomes within the CIC teams.
- All Public Law Outline cases will be completed within 26 weeks (unless specified by the Court).
- 100% of care leavers will have a pathway plan with clear objectives
- Performance will be in the top quartile for EET and housing outcomes.
- 80% of QA audits of care plans indicate good quality, child's voice leading to quicker and better decision-making.
- Looked After Children receive good outcomes within 12-18 months (return home, long-term fostering, adoption, SGO or Connected Persons).
- All pre-proceedings work will be delivered in an average of 14 weeks.

This work stream's continued success will form the baseline to deliver to Hillingdon's vision for children.

Status of the work stream: In implementation via action plan.

Work stream 5: Improving the quality of Fostering & Adoption provision

To change the current operating model in order to realign the Fostering & Adoption services with the Children's Pathway, to deliver good and stable placement provision and permanency outcomes for LAC. The work stream will ensure that the service has sufficient numbers of placements to provide stable, secure and safe placements for children and young people who are looked after. The service will also deliver extra support to post permanence to ensure successful outcomes for those children in adoption, placed under SGOs (Special Guardianship Orders) and long-term foster placements. Activities include:

- Sufficiency Strategy which will help drive the layout of the service
- Prototype the 'managed service project' has been completed with Coram and HCL having done their dry runs. Service flow diagram in place.
- Evaluate the 'managed service' project to consider if such a model can be adapted or expanded to deliver and maintain the improvements expected from the initial project, which will include measuring the difference in performance (quality of assessments and improved throughput) between managed service prototypes and Hillingdon's service.
- Use the evaluation to plan for demand at key points within the Fostering and Adoption service and implement a 'best value' placement service for the LAC model.
- Implement strong management oversight and evidence of improved permanence outcomes for LAC in Hillingdon.
- Arrange staff and carer workshops to ensure full consultation and explore staff experience and views of current operating model, possible changes and proposals.
- Improved QA assurance and independent review of carers in line with national standards and good practice.
- Improve the management and coordination of the Adoption & Fostering Panel.
- Take account of central governments "Regionalising Adoption" strategy for all local authorities.

Outcomes of the work stream

- Allocation and completion of all outstanding assessments and new assessments coming into the service between the start of December 2014 and end of May 2015, through the implementation of the prototype managed service.
- Deliver top quartile adoption and permanence outcomes for LAC in Hillingdon.
- Increase in the number of good quality Hillingdon foster placements available to LAC.
- Reduce the number of Independent Foster Agency (IFA) placements used by LAC in Hillingdon.
- Sufficient good quality permanent placements options (return home, long-term fostering, adoption, SGO, connected persons) for LAC children in Hillingdon.
- Improve the number of LAC placed within their own community (inside 20 mile radius).
- Timely administration and management of the Panel process.

- By late summer, there will be the new management structure, staff engagement and improvement will follow.
- Take forward the governments Regionalising Adoption strategy through West London Alliance and ADCS London arrangements.

Measurement of progress (6 months)

- Implementation of the 'managed service project' (provided by Coram & HCL) to allocate all assessment activity as outlined in the project above.
- Performance data - weekly target to allocate all carer assessments within statutory and good practice guidance.
- Re-design the service structure to meet the new service model requirements.
- Improved permanent placement outcomes for LAC in Hillingdon - improvement in the performance as measured by the national adoption score card.
- Reduction in the number of children moved further than 20 miles from their home address to a minimum - less than 10% of LAC.
- QA framework provides evidence of good quality social work practice on all assessments undertaken by Coram (80% judged good or better and no inadequate).

Measurements of progress (12 months)

- Fully implement the new service model and ensure fully staffed.
- Maintain allocation of all assessments to meet national standards of quality and timeliness - 100% within timescale.
- Audits and data indicating consistently good quality analysis of assessments and timely presentation to Panel (80% good or better and no inadequate judgements).
- Number of in-house foster placements to increase to 110 by April 2016.
- The proportion of IFA placements to be less than 40%.
- Reduction in the number of children moved further than 20 miles from their home address to minimum - less than 10% of LAC.
- Looked After Children receive good outcomes within 12-18 months (return home, long-term fostering, adoption, SGO, Connected Persons).

This work stream's continued success will form the baseline to deliver to Hillingdon's vision for children.

Status of the work stream: In implementation via action plan.

Work stream 6: Embedding new ways of working and improved practice management arrangements

To improve the overall standard of practice and social work intervention across Children's Social Care Services. The aim is to deliver effective, timely and safe service interventions for the most vulnerable children in our community. This will include the strengthening of practice management arrangements and the level of professional supervision, training and

guidance offered to all social work staff. The service will improve the level of practice through consistent management oversight, and practice recording on Protocol (the Council's electronic recording system). Activities will include:

- To support better outcomes the staffing model and any changes to be aligned with delivery demand (service demand flow map).
- To support best practice the staffing and casework model will provide stable and balanced (represented by the London ADs work on Standards as well as Hillingdon's view of average caseloads minus one).
- To ensure good management oversight and support of good practice, achieve a flatter structure to deliver clearer accountability by expanding the number of team managers with small (maximum 6) teams of social workers.
 - Invest in expert advanced practitioner roles in line with the Munro principle to build practice capability at the point of delivery.
- Invest in staff professional development and clearer alignment with service requirements.
- All changes to be made with transparency, consultation and care.

Outcomes of the work stream

This will deliver a social work structure built around a model of one team manager with a maximum of 6 social workers to supervise. This will strengthen accountability for good practice within the teams and will maintain the POD structure. This model will also invest in the advanced practitioner role to work with the QA service to improve practice quality, and offer practice leadership in line with the POD model. It will be aligned with workforce planning and have clear social work pathways with an embedded training needs analysis.

Effective accountability and management oversight of practice improvement activity.

Measurement of progress

- Simplified practice management structure in place - April 2015.
- The average case load across the service remains at or below 18 per qualified social worker (in accordance with service requirement's).
- All social workers receive regular monthly supervision.
- Monthly QA audit report - percentage of work judged good or better - 35% by end March 2015, 50% by end September 2015, 80% end March 2016.
- Performance data - weekly target to allocate all CIN, CP and LAC cases, meet statutory reviewing and visiting targets, with weekly meetings with managers to review performance against target. In 2015-16 a feasible benchmark of case duration for CIN and CP will be able to be set, as well as step up and step down targets, and we should achieve the 26 week proceedings target to ensure more timely decisions for children.

Status of the work stream: In implementation via action plan.

Work stream 7: Effective Quality Assurance

The work stream will ensure the full and effective implementation of the QA Framework, embedding a consistent approach to improving the quality of practice to 'good' as a norm and better outcomes for children. To ensure demonstrable measurable outcomes for children and their families with all performance information linked into effective mechanisms for achieving change. This work stream is built around the actions raised by Ofsted in 2014. The QA framework will support managers to have a strong oversight of the practice and outcomes within their teams. Activities include:

- Implementation of the new QA Framework by 1st April 2015.
- Collation and analysis of Quality Assurance systems across the service, incorporating improvements achieved through good practice and learning to inform future planning and promote improvement. This will include:
 - Court Tracker
 - Fostering Panel Advisor
 - Child Sexual Exploitation (CSE) Prevention Manager
 - Practice Development Mentor role
 - MASH process
 - Transfer and allocation process
 - Dispute resolution process
- Embedding and improving the Signs of Safety CP Conference process to ensure consistent multi agency involvement with SMART plans being achieved.
- Implementation of effective Independent Reviewing Service developing a robust constructive challenge, mid-point reviewing and dispute resolution process.
- Implementation of tracking and improving completion of all CP Conferences and LAC reviews to be completed within statutory timescales.
- Voice of the child being evident throughout CP and LAC processes through MyReview.
- Review and implementation of new ways of working within the Local Safeguarding Children's Board (LSCB) ensuring consistent and robust multi agency responsibility and ownership.
- Implementation of Practice Standards in each area of the service to support workers in defining their role and expectations that are clearly promoted.
- Development of the Independent Domestic Violence Advocacy (IDVA) Service across Hillingdon supported by the MOPAC initiative, following review by the end of July 2015. To include areas of support being increased in MASH, Housing and Health.
- Development of the YIDVA (Young People's IDVA service) to ensure peer on peer abuse is tackled consistently.
- FGC (Family Group Conference) Service will be developed to offer FGCs at any point along the CYPS Social Care continuum to prevent case escalation and further statutory intervention.
- Development of a CSE Strategy, Missing Person & Runaway Protocol was implemented by the end of March 2015. Using learning from a recent joint operation with the Metropolitan Police which led to a successful conviction, and

developing the new role of Child Sexual Exploitation Prevention. A local CSE strategy addresses CSE in Hillingdon which consists of key strategic objectives in line with 'Pan London Operating Protocol' and includes multi agency partners.

Outcomes of the work stream

- An approach orientated around outcomes rather than processes will support practice managers to embed scrutiny and practice learning from QA audit into daily supervision and management in a rigorous way.
- Improved QA Framework that drives improvement and learning across the service promoting Individual, Team and Service Development Plans.
- Evidence of good practice models identified and implemented across the service as appropriate.
- A robust Reviewing Service that quality assures consistently promoting good practice and challenging practice areas that require improvements.
- The child's journey is evident and that their views are considered in all aspects of decision making.
- Structure and professional membership of the LSCB will be appropriate and will drive improvements in multi agency working across Hillingdon.
- A robust and effective IDVA / YIDVA service that works with all services providing support in areas of domestic abuse, thus responding and sharing skills to address a wider cross section of Hillingdon in a more collaborative way.
- FGC will reach prevent, step-up or escalations of concerns by targeting lower level case work.
- 'CSE strategy' progressed to enable all professionals to develop confidence and practice when identifying and responding to CSE concerns.

Measurement of progress (6 months)

- Launch the new QA Framework in April 2015.
- Percentage of work judged good or better - 35% by the end March 2015, 50% by end September 2015.
- Monthly Quality Assurance findings will drive improvement across the service developing clear action plans that are SMART.
- CP Conferences and LAC reviews are completed within statutory timescales (95%)
- LSCB responsibility in relation to safeguarding will be evidenced through QA audit and findings each quarter.
- Implement Dispute Resolution Process with appropriate outcomes achieved in relevant timescales that improve outcomes for children and young people.
- Implementation of Mid-point Reviews for care plans and child protection plans.
- MyReview will see increased response to completing and evidencing child's views at specific meetings and assessments and providing feedback on the quality of practice.
- IDVA service performance measures will indicate an improved and more targeted service.
- Higher rate of FGC referrals and good outcomes to prevent escalation to tier 3 services or becoming looked after.

- Development of CSE data in order to measure the level of concerns in line with national and local trends, with clear targets to be measured with the 'action plan' being reviewed quarterly and timescales measured against effectiveness. An annual review with new targets set as required. An action plan progress update to be reported to the LSCB board twice annually.

Measurement of progress (12 months)

- Fully embedded QA Framework.
- Percentage of audit compliance 100%.
- 80% of audits indicate good quality practice and evidence of the child's voice in all assessments and plans by end of March 2016.
- 80% of all social work judged good or better by end of March 2016.
- Structured Review of Performance and Monthly Quality Assurance findings will continue to drive improvement across the service developing clear action plans that are SMART.
- Fully embedded Mid-point Review and Dispute Resolution Process
- 100% of all CP Conferences and LAC reviews are completed within statutory timescales.
- 100% of CSE cases tracked and all have effective risk assessments and plans recorded.

Status of the work stream: In implementation via action plan.

Appendix 1 - Children's Social Care Improvement Action Plan 2015-16

See separate action plan.

Appendix 2 - Glossary of terms used

AD	Assistant Director
ADCS	The Association of Directors of Children's Services Ltd
AYSE	Assessed and Supported Year in Employment
CADA	Police description for the purpose of crime logging
CIC	Children In Care
CIN	Children In Need
CP	Child Protection
CSE	Child Sexual Exploitation
CSWT	Children's Social Work Team
CYPS	Children and Young People's Services
DV	Domestic Violence
EET	Education, Employment, or Training
FGC	Family Group Conference
HCL	HCL Workforce Solutions
HR	Human Resources
ICPC	International Child Protection Certificate
IDVA	Independent Domestic Violence Advocacy service
IFA	Independent Foster Agency
LAC	Looked After Children
LSCB	Local Safeguarding Children's Board
MASH	Multi Agency Safeguarding Hub
MOPAC	Mayor's Office for Policing And Crime
NEET	Not in Education, Employment, or Training
NRPF	No Recourse to Public Funds
PADA	Performance & Development Appraisal

PEP	Personal Education Plan
PLO	Public Law Outline
QA	Quality Assurance
SDQ	Strengths and Difficulties Questionnaire
SGO	Special Guardianship Orders
SMART	Specific, Measurable, Achievable, Realistic and Time-limited
YP	Young People
YPIDVA	Young People's Independent Domestic Violence Advocacy service

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Children's Social Care Service Improvement Action Plan 2015-16

This action plan is part of the Children's Social Care Service Improvement Plan, and is designed to progress the seven priority work stream targets. This plan will be monitored at regular intervals by the following management and corporate bodies:

- CYPs service manager meeting (Fortnightly)
- CYPs SMT (Monthly)
- Children's Services Performance Monitoring Board (Monthly)
- Deputy Leader of the Council and Cabinet Member for Education and Children's Services meeting (Monthly)
- Children, Young People and Learning Policy Overview Committee (Quarterly)
- Corporate Parenting Board (work streams 4 & 5 - 2 monthly)
- Local Safeguarding Children's Board (work streams 2 & 3 - 2 monthly)

Version July 2015

Work stream 1: Workforce Development

Action / Process						Improvement Targets and Outcomes	
Ref	Action	Lead	Start Date	End Date	Progress - at July 2015	Performance Measures and Milestones	Key Targets
1.1	Update website to enable prospective applicants to have a good understanding of what Hillingdon can offer and expectations of the role of a Social Worker	HR	April 2015	Mar 2016	Meetings held with Penna who specialise in recruitment marketing. Focussing on developing the Council's 'employment brand'. Initially we will develop with Penna a strong proposition clearly articulating the Council's successes, direction, delivery model and competitive remuneration. This will be communicated on a new recruitment portal or 'micro-site' which will later be used for other recruitment across the Council.	New website functional	By Sept 2015 website updated and online.
1.2	Applicant packs to contain all relevant information and guidance when applicants considering Hillingdon as their chosen workplace. Explanation contained in the pack of supervision, POD work, support etc.	HR	April 2015	July 2015	A new Social Worker Job Profile has been developed clearly defining career progression and professional development within the Council. This will be a key message in the recruitment campaign and we will invite social workers to 'grow your professional career at Hillingdon'.	TBC by HR	On hold until Transition plan agreed by the Leader

1.3	Recruitment process through to delivery to meet the needs of the service in line with the improvement plan	HR	May 2015	Mar 2016	The Council is in a better place from which to recruit with clear direction, managed caseloads, competitive remuneration and a commitment to continued professional development all supporting the Council's offer to social workers. Plan to use Sanctuary, who specialise in social work recruitment in the UK, and HCL who have a dedicated overseas recruitment network.	Transition Plan agreed by the Leader	Full complement of Social Workers in post by July 2015
1.4	Induction process for every new worker to be embedded as standard practice, and to achieve 100% compliance with current staff receiving a refresher induction to update their knowledge	L&D	Jan 2015	On-going	A 4 day induction programme was launched in January 2015. The programme runs every month and invites / expects delegates to attend through the New Starters Form process or from Managers booking existing staff onto the programme. The number of delegates has increased over the last 3 months. To date all delegates that have attended have been either agency staff or student social workers.	100% of new workers attended induction programme	All staff inducted
1.5	AYSE support to be embedded, with clear standards and requirements set out to encourage these	L&D	Mar 15	On-going	Over the next month the work will include a review of the programme and processes with a view to modifying and enhancing the offer and support to ASYE, which will	100% of NQSW's remain in social work posts, 2 years after qualifying	High standard ASYE programme resulting in NQSWs taking up permanent social worker posts in Hillingdon, and

	newly qualified workers to remain in Hillingdon long-term				include an escalation process where gaps in that support to NQSW's are identified.		creating opportunity to grow future managers and create a stable workforce
1.6	Social Work Pathway to be embedded to ensure career structure is supporting individual needs	L&D	TBC by L&D	TBC by L&D	TBC by L&D	TBC by L&D	TBC by L&D
1.7	Supervision structures to be embedded to ensure 100% compliance and delivery, including recording and performance management processes to be clear and robust in dealing with competency issues	AD Children's Safeguarding and AD CiC, Permanency & Children's resources	April 2015	Sept 2015	All managers to provide supervision to staff in line with Hillingdon's Supervision Policy. All Senior Managers to ensure that supervising managers have received supervision induction and training within the first two weeks of employment (agency or permanent).	100% Compliance in the delivery of supervision	All staff receiving timely, good quality supervision in line with the Hillingdon Supervision Policy
1.8	PADA reaches 100% completion on time and is robust in identifying current practices of the worker, identifying learning needs and having a SMART development plan to meet these needs	AD Children's Safeguarding and AD CiC, Permanency & Children's resources	April 2015	April 2016	All staff with have a PADA completed in line with the targets set. All Senior Managers to ensure that supervising managers have received PADA induction and training within the first two weeks of employment (agency or permanent).	By May 2015 all staff in the Children & Young People's team have a PADA in place, which will have expected priorities by role in line with this action plan.	PADA targets to be rolled out to all staff. Checks are undertaken to ensure that PADA's have been signed off. PADA reaches 100% completion
1.9	Management	AD Children's	April	April	All Senior Managers to	100% of managers to	All managers have a clear

	development plan to be completed for all managers to support their practice with clear measures of performance incorporated in their development plan / PADA	Safeguarding and AD CiC, Permanency & Children's resources	2015	2016	complete Management development plans with their managers.	have a management development plan	plan of support and career progression
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Work stream 2: Improving Triage, MASH and Referrals & Assessment

Action / Process					Improvement Targets and Outcomes		
Ref	Action	Lead	Start Date	End Date	Progress - Actions	Performance Measures and Milestones	Progress – Outcomes and Key Targets
2.1	Improved and consistent decision-making by the Triage and MASH teams	Service Manager Triage/ MASH	April 2015	April 2016	<ul style="list-style-type: none"> Performance data (demand and capacity data set) is collated and reviewed regularly around level of contacts, conversion rate to referrals into Social Care Service undertakes regular supervision audits and PADA reviews Manager audits of social workers decision making and multi agency discussion and agreement of case progression. 	<ul style="list-style-type: none"> Data around following Key Indicators as recommended by The London Chief Exec. Self-Improvement Board line is collated Rate of assessments per 10,000 of the CYP population Rate of section 47 enquiries per 110,000 of the CYP population. % of referrals leading to the provision of a social care service (as defined by the child becoming a child in need). 	<ul style="list-style-type: none"> Data around Key Indicators as recommended by The London Chief Exec. Self-Improvement Board is in line with statistical neighbours Audits and data indicating consistent decision-making from Triage and Mash. Audit of decision- making planned On-going partner discussion regarding thresholds and delivery of training to partners to explore social care decision making and the MASH concept The MASH Manager remains the final decision maker on all cases progressing for assessment. Threshold Training given to all MASH staff
2.2	There will be an increase in families stepping down at key	Service Manager Triage/	April 2015	On-going	Protocol between Children Social Care and Early Intervention service to be	<ul style="list-style-type: none"> % families no longer receive a statutory service and not re- 	

	points in social care (at contacts, post assessment and during CP / CIN work) - seen via demand and capacity data set	MASH			rolled out to all managers and staff within the MASH, Assessment and Social Work Team	referred to statutory social work for 6 months.	
2.3	Best Value is obtained from Skylakes team in that they deliver to contract showing consistent good performance and to an acceptable practice standard	AD Children's Social Care	Nov 2014	April 2016	<ul style="list-style-type: none"> Contract oversight - Performance Indicators are set and regular meetings are held on risks and issues. Partnership framework is established. 	<p>Key Indicators and delivery model is agreed and delivered:</p> <ul style="list-style-type: none"> Implementing a 5 week duty service that will undertake duty tasks and assessments of all children in need. Delivering 100% of assessments within 45 days max with an average of 30 days per assessment. Delivering 100% of ICPC within 15 days. %families no longer receive a statutory service and not re-referred to statutory social work for 6 months. 	<ul style="list-style-type: none"> Assessment Service is established and resourced. Regular risks and issues meetings are held. Performance data is collated and shows achievement of indicators. The added capacity provided by Skylakes will alleviate pressures in the social work teams. Results will be seen in the reduction of 'backlog' cases and new work being completed more frequently within timescales. Improved throughput of work from referral to social care planning to permanency, with a clear focus on legal planning and pre-proceedings work (Early Intervention, CIN, CP, LAC or Children's Pathway).

2.4	Improve EDT staff recording practice following snapshot review.	Service Manager Triage/ MASH	April 2015	On-going	<ul style="list-style-type: none"> ICS Training has been provided to all EDT staff regarding recording all information and protocols EDT are now aware of the correct protocols regarding the reporting of missing children. 	<ul style="list-style-type: none"> TRIAGE team are reported any issues weekly of incorrect recording and timeliness of reporting. 	<ul style="list-style-type: none"> EDT to work in line with the social work teams and remain consistent in their approach to recording. Snapshot Review to be discussed at SMM for further improvement consideration Full EDT review completed in April 2015 and sent to senior management. Monthly meetings take place between senior manager and Finance for budget monitoring purposes
2.5	Improve service offer for DV	Service Manager Triage/ MASH	April 2015	Sep 2015	<ul style="list-style-type: none"> MASH partnership to deliver DV specialist role to MASH to identify and enhance service offered to families identified with DV risk. Introduction of CAADA-DASH Risk Identification tool to the Assessment and SW teams. Introduction of Barnardo's DV Risk Identification Matrix. 	<ul style="list-style-type: none"> Improved signposting for DV families from CSC. An increase in orders against perpetrators or legal remedies. <ul style="list-style-type: none"> Social Workers and audits indicate an improvement in assessment quality re. DV families. Full time IDVA appointed within MASH. 	<ul style="list-style-type: none"> Training to be rolled out by QA service on DV tools March onwards. New activities to be linked with DV strategy and plan.

2.6	To establish an effective Referral and Assessment Service	Service Manager Triage/ MASH	Aug 2015	Mar 2016	<ul style="list-style-type: none"> To recruit 28 permanent staff in the Referrals and Assessment team. 	<ul style="list-style-type: none"> The recruitment will drive the establishment and implementation of 4 Duty Teams in line with the new service model. 	<ul style="list-style-type: none"> All staff in post by By March 2016
2.7	Establish effective working relationship with the Asylum Intake Team (AIT)	Service Manager Triage/ MASH	Mar 2015	On-going	<ul style="list-style-type: none"> Fully Permanent workforce Manageable caseloads Staff development / training Regular recorded supervision/PADAS Multi Agency meetings with Heathrow consistent and development / training jointly undertaken and monitored by the LSCB Legal intervention now more robust and clear 	<ul style="list-style-type: none"> Delivering 100% of assessments within 45 days max with an average of 30 days per assessment PID meetings held weekly to ensure ongoing case management 	UKBA and AIT to work in partnership with operations to safeguard children/YP vulnerable to FGM/ CSE/ trafficking/ Terrorism

Work stream 3: Improving social work practice within the CSWTs

Action / Process						Improvement Targets and Outcomes	
Ref	Action	Lead	Start Date	End Date	Progress - Actions	Performance Measures and Milestones	Progress – Outcomes and Key Targets
3.1	Successful permanent recruitment to all social work and team manager posts Recruit family support workers, one to each social work team	AD Children's Social Care	July 2015 Dec 2015	Dec 2015	<ul style="list-style-type: none"> Permanent managers and social workers to be appointed in the SW teams. New proposal 	<ul style="list-style-type: none"> Permanent recruitment Recruit support staff to assist with intensive social work intervention 	<ul style="list-style-type: none"> Stable workforce to achieve good outcomes for families. Families receive a targeted service and increase in direct work when children are subject to CP/CIN plans.
3.2	Average caseloads - 18 cases per qualified social worker	Service Manager CSWT	Jan 2015	On-going	<ul style="list-style-type: none"> Benchmark for caseloads agreed in line with London Standards document: 18 for CP/CIN (CSWT) service Resourcing and planning will be in line with above and demand. 100% allocation of all statutory cases 	<ul style="list-style-type: none"> Weekly data set indicate that all Social Workers have an average caseload of 18 children. 	<ul style="list-style-type: none"> To ensure Social Workers are supported with manageable caseload and the work undertaken on the cases is undertaken in a timely manner with good outcomes for families. There is flexible use of agency staff across the service which is aligned with demand.
3.3	Improving the level of professional supervision and development of staff	Service Manager CSWT	April 2015	On-going	<ul style="list-style-type: none"> Implement 1-2-1 supervision tracker All teams to have weekly POD supervision 	<ul style="list-style-type: none"> 90% staff to have 1-2-1 supervisions 100% POD supervision 	<ul style="list-style-type: none"> Monthly report on supervision indicates that staff are receiving 1-1 supervision in line with the Hillingdon supervision policy

							and that where this doesn't occur, clear explanations are given.
3.4	Improve the quality of social work assessments in the CSWT	Service Manager CSWT	April 2015	April 2016	<ul style="list-style-type: none"> Recruitment of two practice development coordinators who have commenced work with individual practitioners who have been identified by managers as needing guidance. Managers are trained to provide effective case management and reflective supervision and provide clear decision making. Practice improvement emphasis to be on assessments and relaunch of chronologies. 	<p>100% compliance in team managers undertaking audits.</p> <p>Case audits show improvement in grading:</p> <ul style="list-style-type: none"> 35% by March 2015 50% by Sept 2015 80% by March 2016 <ul style="list-style-type: none"> 100% supervision is delivered and recorded to staff Supervision Audit and Staff surveys indicate high quality supervision is being delivered and staff report its benefit. New management structure implemented by June 2015 An assessment 	<ul style="list-style-type: none"> Social work assessments contain clear analysis and informed judgements on intervention models to be used with families Assessments reflect the child's voice and social work engagement with the family and partner agencies Improved throughput of work from referral to social care planning to permanency, with a clear focus on legal planning and pre-proceedings work (Early Intervention, CIN, CP, LAC or Children's Pathway). All Case records to contain up to date chronologies. <p>This was implemented on 1st June 2015.</p> <p>Programme start date to be</p>

						training programme to be commissioned from the QA service and rolled out to all social work practitioners.	confirmed. Social workers to receive training on 'what good looks like' in assessments. Assessments to reflect meaningful engagement with children and their families with required outcomes clearly identified.
3.5	All social work interventions are provided in a clearly defined and timely manner	Service Manager CSWT	April 2015	Ongoing	<ul style="list-style-type: none"> Ensure that practitioners and partner agencies are clear about the availability of services that can offer support and assistance to children & families in the community. 	<ul style="list-style-type: none"> % families no longer receive a statutory service and not re-referred to statutory social work for 6 months. <p>Step-up and Step-down data indicates:</p> <ul style="list-style-type: none"> CIN cases average 6 month CP cases average 9 -12 months in length Pre-proceedings work is 12-14 weeks average An increase in Step down post assessment and intervention. 	<ul style="list-style-type: none"> Protocol outlining interface between Early Intervention Service and Children's Social Care is rolled out and targets agreed. Referrals received into children's services are appropriate for statutory intervention. Re-referral rates are reduced and in line with statistical neighbours. Staff , families and partners in feedback and surveys are clear about our involvement and there is an agreed plan which is outcome focussed and time-bound. Training on pre-proceedings work to be

						<ul style="list-style-type: none"> • %families no longer receive a statutory service and not re-referred to statutory social work for 6 months. • There is a reduction in complaints. • Review all practice standards and guidance • Practice mentors to support staff in delivering timely interventions 	<p>rolled out by Court Trackers and others in first quarter of 2015.</p> <p>Practice guidance has been updated and rolled out to all managers and staff Social workers are familiar with Tri-x</p>
3.6	Defined response for all cases where Domestic Violence is the presenting risk factor	Service Manager CSWT	Dec 2015		Request for all staff to be trained on CAADA-DASH and Barnardo risk assessments tools	Assessments reflect that the impact of DV on children is identified and responded to with clear safety plans and signposting to programmes for children experiencing DV	Start date to be confirmed
3.7	Provide effective parenting assessment service	Service Manager CSWT	April 2015	April 2016	<ul style="list-style-type: none"> • Recruit to the vacant post and move the SWW (mental health) to add value to the service. • Improve the output of the current service by reducing 	<ul style="list-style-type: none"> • Service to refresh protocol and offer. • An increase in parenting assessments being completed in - 	<ul style="list-style-type: none"> • Once service is fully staffed targets for assessments to be rebased. (See separate detailed briefing on the proposal for this service)

				<p>the completion timescales of assessments.</p> <ul style="list-style-type: none"> • Work with the service to introduce other assessments and interventions as part of service offer work. • Service to support the improvement in quality of core assessments. 	<p>house for all pre-proceedings families unless a clinical/medical assessment is required.</p> <ul style="list-style-type: none"> • An increase in parenting assessments being completed within new timescale. • An ongoing case consultation and training in assessments and pre-proceedings to be offered to Social Care staff. 	<ul style="list-style-type: none"> • Parenting assessments to be completed within 6 weeks unless agreed with legal and SW teams.
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Work stream 4: Improving outcomes for LAC & Young People

Action / Process					Improvement Targets and Outcomes		
Ref	Action	Lead	Start Date	End Date	Progress - Actions	Performance Measures and Milestones	Progress – Outcomes and Key Targets
4.1	All LAC cases will be allocated to ensure that all statutory LAC requirements are met.	Service Manager LAC	April 2015	On-going	<p>Statutory indicator set demonstrates improvement in statutory visiting and PLO time scales.</p> <p>Undertake recruitment to all vacancies.</p> <p>Undertake Interim recruitment to Social Work posts -Sept 2015</p> <p>Undertake permanent recruitment of Social Worker . across Young People's Team dn CIC teams by Dec 2015.</p> <p>Undertake recruitment of permanent team manager posts to CIC and in service by July 2015.</p>	<p>All statutory posts are filled and caseloads are within the service average (14 for CIC teams) by Sept 2015.</p> <p>Weekly data set - 100% allocation LAC Balanced caseloads</p> <p>100% of LAC visited within statutory timescales.</p> <p>Low numbers of children missing from care <5</p> <p>Weekly management oversight of all LAC missing</p> <p>80% permanent staff to agency ratio</p>	<p>Permanent recruitment successful with all Team Managers appointed.</p> <p>Permanent recruitment with all social workers.</p> <p>Agency workers to fill vacancies</p> <p>Regular Permanence management meetings implemented to track KPIs</p>

4.2	Average caseloads remain within 14 -16 cases per qualified social worker (AYSE 12)	Service Manager LAC	April 2015	On-going	To ensure Social Workers are supported with manageable caseload and the work undertaken on the cases is undertaken in a timely manner. March 2015 = average caseload of 14 children Implement supervision tracker to ensure a minimum of 3 cases are discussed at POD supervision	Weekly data set: Average caseload for Children in Care Teams = 14 90% regular 1-2-1's Supervision for all staff 100% POD supervision for all teams Implement supervision tracker across all teams-July 2015	Average caseload maintained between 14 to 16 children per worker Clear robust decision making on all case files. Reflective practice and encourage learning good practice and development between Social Workers. Build skill base within the team.
4.3	All LAC children over the age of 16 years old will have a Personal Advisor allocated	Service Manager LAC & Manager Children & Young People Service	April 2015	Dec 2015	Personal Advisor will be allocated to all LAC YP over the age of 16 years old. All eligible care leavers will have an effective Pathway Plan March 2015 = 85% care leavers have a Pathway Plan	Data Monitoring- Weekly Data Monitoring 100% allocation = all 16 plus open cases 100% pathway plans = All eligible care leavers	To improve the outcomes for young people leaving care.
4.4	Evidence of child or young person participation in their care planning for LAC and care leavers	Service Manager LAC	April 2015	On-going	Arrange care leavers conference by June 2015 Develop and implement information leaflets for LAC and participation feedback forms	Feedback forms and information leaflets to young people about service- Number of LAC who require an advocate	60% return rate for feedback forms- Evidence of improved LAC and Leaving Care YP engagement. Staff attend training delivered to ensure good outcomes for

					<p>Develop and implement participation feedback forms</p> <p>All LAC children should be offered an advocate to ensure they have representation independent to Social Work - see participation</p> <p>Staff training is planned to ensure services to LAC improve and support children to achieve their aspirations.</p> <p>All Social workers to ensure that the child's voice is reflected in the Care/Pathway plan by detailed recordings</p>	<p>and receive an advocate should be 100%</p> <p>Corporate manager data:</p> <p>Milestones for audited cases:</p> <ul style="list-style-type: none"> • March 15 - 35% • Sept 15 - 50% • March 16 - 80% <p>Thematic audit demonstrates 80% of cases where the child's voice is reflected in practice</p>	<p>children.</p> <p>90% attend PLO/CSE Training</p>
4.5	Effective management oversight is in place leading to better and more timely decision-making	Service Manager LAC	April 2015	July 2015	<p>Implement new Practice Manager structure by Sept 2015</p> <p>There is full compliance with the case auditing framework.</p> <p>The Public Law Outline (PLO) has been successfully implemented resulting in a reduction-from application to final order.</p>	<p>1-2-1 supervision tracker</p> <p>Implement fortnightly performance management clinics</p> <p>Court outcomes and LAC reviews:</p> <p>The average of PLO cases to be concluded</p>	<p>To ensure all care plans are robust to demonstrate good outcomes for LAC children</p> <p>Recruitment of permanent team managers</p> <p>Average PLO cases is 26 weeks</p> <p>100% LAC reviews within timescales</p>

						<p>= 26 weeks</p> <p>100% of LAC reviews completed within timescale</p> <p>Milestones for audited cases:</p> <ul style="list-style-type: none"> ● March 15 - 35% ● Sept 15 - 50% ● March 16 - 80% 	100% audit of cases
4.6	Health placement outputs demonstrate good outcomes for LAC	Service Manager LAC	Jan 2015	Dec 2015	Regular monitoring meeting in place to work with designated Health professionals to track and monitor health assessments.	Updates from Data and weekly Performance meetings.	<p>90% completion of LAC health assessments within timescale, escalate to SM's and respond within 24 hours.</p> <p>Workshops for mental and VH teams</p>
4.7	Education placement outputs demonstrate good outcomes for LAC	Head of Virtual School	Jan 2015	Dec 2015	<p>Regular meetings have been established to develop strong working relationships between the CiC teams and the virtual school.</p> <p>Work underway to implement effective PEPs and school attendance monitoring.</p> <p><i>Residual actions from Ofsted Improvement Plan:</i> Decision made to develop tracking and monitoring</p>	<p>Updates from Data and weekly Performance meetings.</p> <p>Ensure all children who are LAC and not meeting their milestones have an effective plan in place through the PEP, to ensure progression.</p>	100% PEPs in place for all LAC between the ages of 3 years old, up to 18 years of age.

					<p>system within ePEP so that all attainment and progress data is contained within one system accessible to SWs, DTs, VSCs and FCs. Date for completion set for April, 2015.</p> <p><i>Residual actions from Ofsted Improvement Plan:</i> Amendments to be made to ePEP so that Action Plans agreed can be SMART by 13th April 2015.</p> <p><i>Residual actions from Ofsted Improvement Plan:</i> Model of operation to target PPP resources not implemented. 2014-2015 PPP being devolved to school in March 2015, some have been used on commissioning 1:1 tuition, Book Trust to increase literacy and incentives to encourage LAC.</p>		
4.8	Improve monitoring and timeliness of permanent placement provision for LAC	Service Manager - LAC	April 2015	July 2015	<p>Review of the role of the Court Progression Officer to ensure all court proceedings are tracked and monitored to deliver 26 week time scale.</p> <p>Introduction of Permanency Tracking and Monitoring of all Child Placement reports (Permanency Plans)</p>	<p>The average of PLO cases to be concluded = 26 weeks.</p> <p>Percentage of children waiting for family finding 9 months of entry into care = <30%</p> <p>Percentage of children</p>	26 weeks achieved in court-monthly meetings

					<p>Review all Section 20 voluntary accommodation with a view to improving permanent outcomes and review all placement orders with a view to rescinding to facilitate permanency</p>	<p>waiting for family finding 12 months of entry into care = <10%</p> <p>All Section 20 by March 2016, 100% over a year</p>	
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Work stream 5: Improving the quality of Fostering & Adoption Provision

Action / Process					Improvement Targets and Outcomes		
Ref	Action	Lead	Start Date	End Date	Progress - Actions	Performance Measures and Milestones	Progress – Outcomes and Key Targets
5.1	Pilot new service model to ensure allocation and completion of all outstanding and new assessments coming into the service	Service Manager Children's Resources	Jan 15	July 15	<ul style="list-style-type: none"> • Implement a managed service with Coram and HCL • Allocate 29 outstanding assessments • Implement HCL staffing cohort to prototype service model • Implement regular performance management systems for adoption and fostering 	<ul style="list-style-type: none"> • 100% of outstanding assessments presented to Adoption and Fostering Panel for approval within 6 months Coram project • New assessments are presented to Adoption and Fostering Panel in line with statutory guidelines • ICS/Performance Intelligence Team monthly data for approval of carers in line with statutory requirements • Scrutiny of monthly data by Perf subgroup 	<ul style="list-style-type: none"> • Coram managed service successfully implemented 100% of cases allocated • HCL prototype implemented and service model being incorporated into the Children's Pathway • Monthly data performance meetings are embedded in manager's role • Adoption ICS module is live and will be able to provide data and analysis of service provision

5.2	Implement new service structure to deliver and maintain the improvements expected from the initial project, to plan for demand at key points within the Fostering and Adoption service and implement a 'best value' placement service for the LAC model	Service Manager Children's Resources	Feb 15	March 2016	<ul style="list-style-type: none"> • Develop Sufficiency Strategy to inform the Service Improvement Plan by June 2015 • Team structure and throughput evaluated against other projects and operating models for future service delivery • Analysis of past and predicted numbers entering the service area • Develop service pathway, staffing structure, staffing ratio and associated cost to meet demand by May 2015 • Submit Business Plan to SMT and Leader by early June 2015 	<ul style="list-style-type: none"> • Quality Assurance framework provides evidence of good quality social work practice on all assessments • Improved permanent placement outcomes for LAC in Hillingdon • Improvement in the performance as measured by the national adoption scorecard • Increase number of good quality LB Hillingdon foster placements available • LAC are placed with long term foster placement within 1 year of the placement order being made • Increase numbers 	<p>Business case completed and presented to SMT and Leader</p> <p>Recruitment of team managers - three successful appointments</p> <p>Agency staff used to cover vacant post</p> <p>Plan for social work recruitment across Children's Services</p> <p>Weekly Permanency Monitoring Meeting embedded in practice and provides robust challenge and oversight of permanency outcomes</p>
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						<ul style="list-style-type: none"> of LAC placed within 20 mile radius of LBH • ICS/Performance Intelligence Team monthly data for approval of carers in line with statutory requirements • Scrutiny of monthly data by Performance subgroup • Sufficiency Strategy to Corporate Parenting Board by July 2015 • Service pathway and staffing structure to key stakeholders and staff • recruitment of permanent staff by Oct 2015 	
5.3	Improve performance management by implementing strong management oversight and	Service Manager Children's Resources	Feb 15	Mar 16	<ul style="list-style-type: none"> • Regular performance review of key service indicators <ul style="list-style-type: none"> o % of children who cease to 	<ul style="list-style-type: none"> • Agree dataset by June 2015 • ICS/Performance 	Data set agreed ICS adoption module

	evidence of improved permanency outcomes for LAC in Hillingdon			<p>be LAC after who were adopted</p> <ul style="list-style-type: none"> o Average between child entering care and moving in with its adoptive family o % of children who wait less than 18 months between entering into care and moving in with adoptive family o % of children who ceased to be LAC because Special Guardianship o Average time between receiving a court order and matching • Increase in the number of children being placed with an adoptive family within one year of the placement order being granted • Increase in the number of children being placed in long term fostering placement within one year of the care order being granted • 100% of cases are referred for family finding by 2nd LAC review • 100% of adoption child's case 	<p>Intelligence Team monthly data for approval of carers in line with statutory requirements</p> <ul style="list-style-type: none"> • Scrutiny of monthly data by Performance subgroup by July 2015 	<p>implemented</p> <p>Monthly performance data meetings embedded in practice</p> <p>Reduction in average days from the child being LAC to long term permanency decision being made</p>
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					<p>records to be recorded on the ICS module</p> <ul style="list-style-type: none"> • Overview and scrutiny of on going performance embedded in management function • Agreed monthly PI data to be collated and reported • Progression of ICS / Performance Intelligence Team data reports 		
5.4	Improve the management and coordination of the Adoption & Fostering Panel	Service Manager Children's Resources & Panel Advisor	Mar 15	Dec 15	<ul style="list-style-type: none"> • Delivery of ongoing training and advice of ongoing service • Recruitment of interim Panel Advisor • Review of admin coordination and support of the process • Joint work with Adoption and Fostering Panel Chair to oversee and scrutinise quality of work presented • Joint work between the Panel Advisor and the Court Tracker to oversee timely case progression 	<ul style="list-style-type: none"> • Quality Assurance in place for all cases and paperwork presented to Adoption and Fostering Panel • Feedback forms completed by Adoption and Fostering Panel after each panel • Implement timely decisions from the Panel 	<p>Panel training successfully delivered</p> <p>Panel process and functioning coordinated and streamlined</p> <p>Electronic system implemented to circulate paperwork and improve communication with panel members</p> <p>Panel minutes are completed and signed by ADM within 2 weeks of panel</p> <p>Tracking of panel cases to inform panel quarterly</p>

							<p>reports developed</p> <p>Successful Improvements in partnership working with panel members and the service</p> <p>Panel requirements and expectations delivered to team meetings</p> <p>Children's Service training programme developed</p> <p>Q&A feedback sheet for SW reports prior to going to panel implemented</p> <p>ADM decision making process streamlined timely</p>
5.5	Improve the function and process of family finding within the service	Service Manager Children's Resources	Mar 15	December 15	<ul style="list-style-type: none"> • Implement managed service prototype by Jan 2015 • Recruitment to permanent staffing structure by Oct 15 • Proposal of new team structure, staffing ratio and associated cost to meet 	<ul style="list-style-type: none"> • Prototype service completed and evaluated by July 2015 • Team fully recruited to by October 2015 	See Adoption Score

				<p>demand</p> <ul style="list-style-type: none"> • Review of the family finding process and permanency planning meeting • 100% of LAC referred to the family finding team by the 2nd LAC review 	<ul style="list-style-type: none"> • Regular performance review of key service indicators <ul style="list-style-type: none"> o % of children who cease to be LAC after who were adopted o Average between child entering care and moving in with its adoptive family o % of children who wait less than 18 months between entering into care and moving in with adoptive family o % of children who ceased to be LAC because Special Guardianship o Average time 	
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						<ul style="list-style-type: none"> between receiving a court to place and deciding on a match to an adoptive family o Average time between receiving a court to place and deciding on a match to an long term fostering placement • Scrutiny of monthly data by Performance subgroup 	
5.6	Development of LBH foster carers to meet the diverse needs and challenges of LAC	Service Manager Children's Resources	Star of new team structure	6 months from start	<ul style="list-style-type: none"> • Implement Sufficiency Strategy priorities including: <ul style="list-style-type: none"> o increase the number of in-house foster carers o improve timeliness of permanent outcomes o manage external market for fostering and residential Re-tiering exercise for WLA Framework focusing on recruitment, availability and quality of local carers 	<ul style="list-style-type: none"> • Recruitment and retention of foster carers for older LAC/LAC with complex needs • 110 in-house foster placements • Reduce ratio of IFA's (45%) to in-house (55%) • Improve 	<p>Sufficiency Strategy presented to Corporate Parenting Board</p> <p>Permanency Monitoring Meeting embedded in practice</p> <p>Re-tiering exercise for WLA completed</p>

				<p>Half-yearly IFA provider forums are to be used to maintain and develop the framework</p> <ul style="list-style-type: none"> • Team structure and throughput evaluated against other projects and operating models for future service delivery • Analysis of past and predicted numbers entering the service area • Proposal of new team structure, staffing ratio and associated cost to meet demand • Develop and implement permanency monitoring meeting by May 2015 	<p>placement stability for children placed in long term fostering placements</p> <ul style="list-style-type: none"> • Reduce the number of placement breakdowns for children placed in long term fostering placements <ul style="list-style-type: none"> o Reduction in the number of children placed in residential placements o Reduction in the number of children and young people placed outside of 20 miles of LBH 	<p>Business case for new structure completed and presented to SMT and Leader</p> <p>Recruitment of team managers - three successful appointments</p> <p>Agency staff used to cover vacant post</p>
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Work stream 6: Embedding new ways of working and improved practice management arrangements

Action / Process						Improvement Targets and Outcomes	
Ref	Action	Lead Asst Director Children's Social Care	Start Date	End Date	Progress - Actions	Performance Measures and Milestones	Progress – Outcomes and Key Targets
6.1	Support better outcomes by aligning the staffing model with expected demand	AD Children's Social Care	April 2015	Sep 2015	<p>Work completed on the the expected demand across the children's pathway. Extra demand is being met by the implementation of a 'managed service' for the provision of assessment teams.</p> <p>Regular weekly management monitoring arrangements are in place and resulting in service improvements.</p>	<p>Monitor effectiveness of the 'managed service' model.</p> <p>Baseline</p> <ul style="list-style-type: none"> • Rate of assessments per 10,000 of the CYP population • Rate of section 47 enquiries per 110,000 of the CYP population • % of referrals leading to the provision of a social care service (as defined by the child becoming a child in need) • 100% allocation of all statutory cases • 100% meet all 	

						statutory performance measures for LAC, CP and CiN cases	
6.2	Support best practice by ensuring caseloads are stable and balanced	AD Children's Social Care	April 2015	Ongoing	<p>Increased capacity added through 'managed service' models and sustained interim staffing.</p> <p>Practice improvements have led to closure of all backlog work and cases open without a plan for more than 6 weeks.</p> <p>Caseloads are currently within the target average range (17) and monitored as part of weekly performance management of the service.</p>	<p>Average caseload for qualified social workers = 18</p> <p>Newly qualified social workers = 12</p>	
6.3	Ensure good management oversight and support of practice by implementing a flatter team management structure	AD Children's Social Care	May 2015	June 2015	<p>To deliver clearer accountability by expanding the number of team managers with small (maximum 6) teams of social workers.</p> <p>Business case completed and submitted to the Leader end March 2015.</p>	<p>Measurement of management oversight through supervision and audit activity.</p> <p>100% of qualified social workers to receive supervisions on a monthly basis.</p> <p>Percentage of work</p>	

						judged good or better - 35% by the end of March 2015 - 50% by the end of September 2015	
6.4	Invest in expert advanced practitioner roles in line with the Munro principle to build practice capability at the point of delivery	AD Children's Social Care	May 2015	Mar 2016	Introduce new advanced practitioner role to children's social work teams structure. This forms part of the overall business case submitted to the leader end March 2015	Improved social work practice. 100% of qualified social workers to receive supervisions on a monthly basis. Percentage of work judged good or better - 35% by the end of March 2015 - 50% by the end of September 2015	
6.5	Invest in staff professional development and clearer alignment with service requirements	AD Children's Safeguarding	April 2015	April 2016	Implement Service Training and Development Plan. Actions underway to ensure all staff have individual training plans (IDP) appropriate for the requirements of their roles and responsibilities within the service.	100% qualified social workers have IDPs appropriate to the requirements of their job. 100% of qualified social workers have completed their PADA	
6.6	All changes to be made with transparency,	AD Children's Social Care	April 2015	Ongoing	There are regular whole service communication events held to outline key changes and	Quarterly whole service events held	

	consultation and care through regular communication with staff and managers	& AD Children's Safeguard ing		<p>planning within the service.</p> <p>All Service Managers hold regular meetings with all staff in their service to explain in detail changes and improvement action.</p> <p>All staff encouraged to participate in staff survey.</p>	<p>Regular attendance of staff at Service Management meetings</p> <p>50% response rate to all staff survey from Children's Services</p>	
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Work stream 7: Effective Quality Assurance

Action / Process					Improvement Targets and Outcomes		
Ref	Action	Lead	Start Date	End Date	Progress - Actions	Performance Measures and Milestones	Progress – Outcomes and Key Targets
7.1	Implementation of new Quality Assurance Framework and Audit Programme to embed 'good' standards of practice	AD Children's Safeguarding	Apr 2015	Sep 2015	Quality Assurance Framework signed off and launched 1 April 2015 Audit Programme for 2015/2016 launched 1 April 2015.	Percentage of work judged good or better - 35% by the end of March 2015 - 50% by the end of September 2015 - 80% March 2016 Monthly Quality Assurance findings will drive improvement across the service developing clear action plans.	'Good' standard of practice evidenced and sustained across the service.
7.2	Launch new Practice Standards	AD Children's Safeguarding	Apr 2015	June 2015	New Practice Standards for: <ul style="list-style-type: none"> • Referral and Assessment • Child Protection Plans • Visits to Children • Care Planning signed off and launched by 15 April 2015. Ongoing programme of Bite size training and workshops on new	Percentage of work judged good or better - 35% by the end of March 2015 - 50% by the end of September 2015 - 80% March 2016	'Good' standard of practice evidenced and sustained across the service.
			On-going				

			On-going		Practice Standards commencing mid April 2015 delivered by Practice Mentor Audit programme to review implementation of new practice standards through performance in casework.		
7.3	Launch new Audit Programme	AD Children's Safeguarding	Apr 2015	Oct 2015	All managers to complete single agency audits using the electronic case file audit tool. Electronic audit tool will provide data on specific areas on a monthly basis to track performance including assessments, chronologies, management oversight/decision making, supervision and the voice of the child. Bi-monthly thematic audits completed using bespoke audit methodology and electronic audit tool. <i>Residual actions from Ofsted Improvement Plan:</i> <ul style="list-style-type: none"> • Milestones for audited assessments achieving 	From April 2015 100% compliance for completion of case file audits From May 2015 100% case file audits completed using electronic audit tool By April 2016 100% of themes audits are completed as programmed Monitored at monthly Quality Assurance meetings	An approach that will support practice managers to embed scrutiny and practice learning from audit into daily supervision and management in a rigorous way.

				<p>'good' standards set at 90% Sept 2014 and 100% March 2015. Milestones revised as of April 2015:</p> <ul style="list-style-type: none"> ○ March 15 - 35% ○ Sept 15 - 50% ○ March 16 - 80 <ul style="list-style-type: none"> ● Milestones for plans audited which were SMART and evidenced risk management ('graded 'good') set at 60% Oct 14, 75% March 15 and 100% Sept 15. Milestones revised March 2015 ● Thematic audit of SMART plans scheduled for October 2014 was not completed and will be picked up in the electronic audit form every month ● Thematic supervision audit scheduled for September 2014 completed in March 2015 with ongoing audit of supervision every month (electronic audit form) and through supervision survey 		
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					(Sep 2015)		
7.4	Ensure a robust Reviewing Service that quality assures consistently promoting good practice and challenging practice areas that require improvements	AD Children's Safeguarding	Apr 2015	Sep 2015	Implement Dispute Resolution Process with appropriate outcomes achieved in relevant timescales Implement midpoint reviews for care plans.	Dispute Resolution Tracker reviews at monthly quality assurance meetings 100% Looked After Children will have a mid-point review by Sep 2015.	Improved outcomes for Looked After Children.
7.5	Launch CSE strategy and Missing Person and Runaway Protocol	AD Children's Safeguarding	Jan 2015	Sep 2015	Launch CSE strategy and Missing Person and Runaway Protocol April 2015.	Development of CSE data in order to measure the level of concerns in line with national and local trends 100% of CSE cases tracked and all have effective risk assessment and plans recorded by Sep 2015.	A CSE strategy that will enable all professionals to develop confidence and practice when identifying and responding to CSE concerns.
7.6	Collation and analysis of Quality Assurance systems across the service, incorporating improvements achieved through good practice and learning to inform future planning and promote	AD Children's Safeguarding	Sep 2015	Oct 2015	Structured Review of performance (six monthly) - making the link with Team Practice and Service Improvement.	All teams with the support of the Quality Assurance Team will run a structured review of quality assurance feedback and data every six months.	A robust process in place for turning strategic quality assurance activity into reflection, planned action, better practice and improved outcomes for children.

	improvement						
7.7	Through child's journey it is evident that their views are considered in all aspects of decision making	AD Children's Safeguarding	Jan 2015	Mar 2016	<p>Consultation for CP and LAC are taking place, MyReview is the new model (replacing ViewPoint) which will be introduced for LAC by Aug 2015 and for CP by early 2016</p> <p>Track children and young people's participation in LAC Reviews and Child Protection Conferences.</p> <p><i>Residual actions from Ofsted Improvement Plan:</i></p> <ul style="list-style-type: none"> • Milestones for plans evidencing the voice of the child as 'good' set at 80% Sept 14, 90% Dec 14 and 100% March 15. Milestones revised 	<p>MyReview will see increased response to completing and evidencing child's views</p> <p>Audit of care plans and Child Protection Plans evidence the child's voice in decision making (Sep 2015).</p> <p>Milestones: 100% Mar 2016</p>	To ensure all plans and social work interventions consider the child's voice and include their views in decision making.

BUDGET PLANNING REPORT FOR CHILDREN, YOUNG PEOPLE AND LEARNING SERVICES 2016/17

Contact Officer: Peter Malewicz
Telephone: 01895 250325

REASON FOR ITEM

This is the first opportunity for the Policy Overview Committee to discuss the current stage of development of budget planning work with regard to Children, Young People and Learning Services. Within the context of the Council's overall financial position, this paper sets out the main financial issues facing the Group's services and the work being undertaken to respond to them. This paper gives a strategic context in which the detailed proposals to be discussed at Policy Overview Committee meetings in January 2016 will need to be considered.

OPTIONS AVAILABLE TO THE COMMITTEE

It is recommended that the Committee notes the development of the financial planning process undertaken to date, and comments as appropriate on the response to the issues being developed by the Group.

INFORMATION

- 1 This is the first of two opportunities within the planning cycle for the Policy Overview Committee to consider issues relating to budget planning for 2016/17. The focus of this report is the major issues that have been identified through the service and financial planning process for Children, Young People and Learning Services. The report to be considered in January 2016 will set out the detailed budget proposals for the Group, those proposals having been included in the report to Cabinet on the Medium Term Financial Forecast (MTFF) on 17 December 2015.

Corporate Summary

- 2 While the focus of the discussion for the Policy Overview Committee should be the specific services within its remit, it is important that this discussion is conducted in the context of the overall corporate financial position.
- 3 The budget report to Council in February 2015 identified the savings requirement for 2016/17 as £20.3m and work is currently underway to refresh this figure. The finance settlement announced in December 2014 was only for the year 2015/16. Therefore, until the final settlement is announced towards the end of the year the final funding position will not be fully known, although an

indication of the scale of funding reductions may be given in the Comprehensive Spending Round expected in Autumn 2015.

- 4 In addition, there is significant other uncertainty within the budget for next year from increasing demographic pressures; from ongoing welfare reforms; and from the second phase of the 2014 Care Act coming into effect from 1 April 2016.
- 5 Alongside this, any other emerging pressures which arise throughout this financial year will have to be provided for in next year's budget. The budget gap will be monitored throughout the year and the budget strategy adjusted accordingly to ensure that a balanced budget for 2016/17 can be set.

Strategy to deal with the budget gap

- 6 The Council remains strongly placed to deal with the challenges ahead. We have a good track record of coming in or under budget each year and have accumulated balances of £40.4m by the end of 2014/15, although £5m of that has been committed to being drawn down during 2015/16. We have a well established HIP programme that has helped steer the Council from a position of having low balances to one of having healthy balances at the same time as dealing with significant external challenges. This has been enhanced by the development of the BID programme as the main vehicle for delivering the fundamental changes required to the Council's structure and ways of working in order to address the reductions in funding going forward.

MTFF process update

- 7 The timetable for the budget process was refreshed in February 2015 and the first MTFF sessions with Groups took place during late June and early July to review the detailed budget proposals developed by each group. Progress on the development and delivery of these proposals will be monitored monthly by CMT and the Leader of the Council throughout the remainder of the year.

Timetable for 2016/17 Budget

8 The broad timetable is as follows:

Process	Timetable
Monthly CMT updates (March 2015 to Feb 2016)	Monthly
CMT discussion on options to address 2016/17 gap	February
SMT Briefing on budget position	February
Analytical review of 2014/15 outturn	April - June
MTFF Review (1) – 1st Challenge Sessions	June
Initial Draft MTFF Report to Leader	July
Spending Review	Summer / August
MTFF Review (2) – 2 nd Challenge Sessions	Sept/Early October
Leader review of MTFF	November
Provisional Local Government Finance Settlement	December
Draft MTFF reported to Cabinet	December
POC review of draft Group Plans and budget proposals	January
Final Local Government Finance Settlement	January
Council Tax setting	February

Budget Planning in Children, Young People and Learning Services

Summary of Key Financial Issues

Education Service

- 9 The Education Service has identified budget savings for 2015/16 totalling £240k, which the service is confident will be delivered. These relate to efficiency savings from reviews of Discretionary expenditure across the service.
- 10 The 2016/17 MTFF proposals will continue to focus on opportunities that arise through ongoing reviews of service expenditure and identifying any new opportunities for savings and efficiencies that are emerging from the work undertaken through the Council's now well established HIP and BID processes. The emphasis continues to be on generating savings through service improvement based on process efficiency, use of technology and consolidation of provision and considering different delivery models for services, such as the commissioning of services, where there is a proven benefit to do so.
- 11 Alongside the development of further savings proposals, the Group continues to review all contract-related and discretionary spend, within a robust process for controlling and challenging expenditure decisions.
- 12 The Education Service continues to manage the increase in the pupil population, especially within the primary sector to support the Primary Schools Expansion Programme, which has seen the successful build of three new Primary schools (John Locke and Lake Farm, which opened in September 2014 and St Martin's which will open in September 2015). The service has also supported the development of two year old places (funded from the Dedicated

Children, Young People & Learning Policy Overview Committee – 15 July 2015

Schools Grant) and the development of provision for children that have a Special Educational Need or Education, Health and Care Plan. Its' focus is now moving into the secondary sector, to ensure that sufficient places are available once the primary growth starts to feed into the secondary school population.

- 13 The Education Service continues to respond to ongoing consultations relating to school funding, Dedicated Schools Grant (DSG) funding and the roles and responsibilities of local authorities in light of more schools converting to academy status and the growth in the number of Free Schools, University Technical Colleges and Studio Colleges that are being agreed by the Department for Education.
- 14 The Children's and Families Act 2014 came into force on 1 September 2014. The local authority has implemented all of the major requirements set out within the Act, including the development of personalised budgets, the issue of Education, Health and Care Plans and the creation of a Virtual School Head (although this post was already part of the Council's staffing structure).
- 15 The Queen's Speech sets out a range of bills that the Government plan to implement over the forthcoming Parliamentary year. Two of these will specifically have a direct impact on Education Services:

Childcare Bill - The purpose of the Bill is to help support working people from the start of their family life and help hard-working families with the costs of childcare and support parents in work.

The main elements of the Bill are to:

- Deliver on the Government's election manifesto commitment of giving families, where all parents are working, an entitlement to 30 hours a week of free childcare for their three- and four-year olds for 38 weeks of the year (equivalent of the school year).
- Require local authorities to publish information about the provision of childcare in the local authority area, and other services or facilities which might be of benefit to parents or prospective parents, or children or young persons in their area.

Education and Adoption Bill - The purpose of this Bill is to strengthen the government's intervention powers in failing maintained schools and to introduce measures that will enable them to deliver regional adoption agencies

The main elements of the Bill relevant to Education Services are:

- It would give Regional Schools Commissioners powers to bring in leadership support from other excellent schools and heads, and would speed up the process of turning schools into academies.
- An inadequate Ofsted judgement would usually lead to a school being converted into an academy, and barriers would be removed to ensure swift progress towards conversion. It would make schools that meet a

new coasting definition, having shown a prolonged period of mediocre performance and insufficient pupil progress, eligible for academisation.

- 16 The impact of this would be that an inadequate Ofsted judgement would usually lead to a school being converted into an academy, and barriers would be removed to ensure swift progress towards conversion. It would make schools that meet a new coasting definition, having shown a prolonged period of mediocre performance and insufficient pupil progress, eligible for intervention, which could include academisation. A coasting school has been defined as follows:
- Secondary schools would be considered for intervention unless 60% of pupils achieved five good GCSEs. As of 2016, schools will also be deemed to be coasting unless pupils achieve a consistent level of achievement on the government's Progress 8 measure that tracks progress between the end of primary school and GCSE.
 - Primary schools at risk of intervention will be those which see fewer than 85% of 11-year-olds achieve a level 4 in reading, writing and maths.
- 17 This means that Local Authorities will be expected to work closely with the new Regional Schools Commissioner and take a stronger and faster-paced role in school interventions to promote rapid improvement in pupil progress and attainment.
- 18 The Department for Education have indicated that a consultation paper will be issued in July 2015 relating to the implementation of a National Funding Formula. For this financial year (2015/16), Hillingdon schools benefited from an increase of £3.92 per pupil in its Guaranteed Unit of Funding, resulting in an increase of £155k, to ensure that the funding received through the Dedicated Schools Grant was equal to the average level of funding provided across the Country. Additionally, all schools now fall within the schools funding formula determination, including: Maintained Schools, Academy Schools, pre convertor Academy Schools (Harefield and Stockley), Free Schools, Studio Colleges and University Technical Colleges.

Children's Social Care

- 19 Children's Social Care has identified budget savings for 2015/16 totalling £986k, which will be a challenge for the service to deliver. These relate primarily to the review of Looked After Children placements.
- 20 During 2014/15, the service experienced a high level of staff turnover from Director level down. It also had to contend with a very active agency labour market, which significantly pushed up the pay rate of agency staff. In September 2014, steps were put in place to stabilise the position, including the procurement of three managed services including the Duty Team (managed by Skylakes) and additional resources to support the implementation of new ways

of working in the Fostering and Adoption service (Coram and HCL). Over the last few months, the service has launched a major staff recruitment campaign which includes the recruitment of Team Managers, Social Workers and Newly Qualified Social Workers across the whole service. Opportunities will also be taken to convert agency staff into permanent roles, where there is a desire to do so. Based on current activity, this campaign appears to be delivering a very high success rate, with the majority of Team Manager posts likely to be filled with permanent staff.

- 21 There is a significant focus by Ofsted on how local authorities are identifying, managing and supporting children who are at risk of exposure to Child Sexual Exploitation (CSE), trafficking, grooming, Female Genital Mutilation (FGM), gang violence, radicalisation, etc. High profile cases such as those in Rotherham and Oxford have highlighted the impact of failing to monitor the potential risk to children, which includes increased placement costs.
- 22 The LAC population has increased to a level more in line with a Council the size of Hillingdon. The service now has to manage the potential impact of a growing children population, which is growing at a rate in excess of 2% each year. This is likely to have an impact on the LAC population, additionally evidence suggests that the needs of the LAC population are becoming more complex, which in some cases results in higher placement costs.
- 23 Central Government introduced new legislation in 2014, which extended the staying put age range from 18 to 21. Additional New Burden funding of £56k for each of the three financial years up 2016/17 will be provided to reflect the cost burden over the three year period. Based on current data, the costs are £38k higher than the grant provided. However, this arrangement effectively removes a foster carer from the system to take on any new placements, placing an additional strain on the recruitment of foster carers.
- 24 The Children and Families Act 2014 placed additional responsibilities on local authorities relating to child adoption, although a recent Court ruling appears to have placed more emphasis on Special Guardianship Orders. Furthermore, another court ruling requires local authorities to pay the maintenance allowance and the fee element for all connected person placements, placing an additional cost on the placements budget.
- 25 The Queen's Speech sets out a range of bills that the Government plan to implement over the forthcoming Parliamentary year. One of these will specifically have a direct impact on Children's Services:

Education and Adoption Bill - The purpose of this Bill is to strengthen the government's intervention powers in failing maintained schools and to introduce measures that will enable them to deliver regional adoption agencies.

The main elements of the Bill relevant to Children's Services are:

- It would give the Secretary of State the power to direct authorities to make arrangements for any or all of their adoption functions to be carried out by another organisation including another local authority.

The definition of services covered under this proposal are:

- i) The recruitment, assessment and approval of prospective adopters
- ii) Decisions about which prospective adopters a child should be matched with
- iii) The provision of adoption support services

26 The 2016/17 proposals will continue to focus on the cost of Looked After Children placements, the staffing structures and contracted spend, ensuring that the service is well placed to ensure that children are not put at risk.

Asylum Service

27 In March 2015, the Home Office reduced the funding that they would provide to support Asylum Seeking Children (aged up to 17) with effect from 1 April 2015. Hillingdon's asylum seeking children profile continues to reduce for children aged under 18 and increase for those over 18. The comparative cost of supporting an 18 year old is greater than the Leaving Care grant received. Potentially support could be provided up to the age of 25, where the child is in full time higher or further education, which appears to be the case for the majority of children in Hillingdon.

28 The grant provided by the Home Office is based on a unit rate of £114 per day for eligible under 16's, £91 per day for eligible 16 to 17 year olds and £150 per week for eligible 18+. Additionally funding is provided by the UK Border Agency to reflect the impact of support required for children landing at Heathrow.

Next Steps

29 The Medium Term Financial Forecast setting out the draft revenue budget and capital programme will be considered by Cabinet on 17 December 2015 and issued for consultation during the remainder of December 2015 and January 2016. This will include detailed consideration by each of the Policy Overview Committees of the proposals relating to their respective services.

SUGGESTED COMMITTEE ACTIVITY

The Committee is asked to consider the Budget Planning report and comment as appropriate.

BACKGROUND PAPERS

The Council's Budget: General Fund Revenue Budget and Capital Programme 2015/16 – reports to Cabinet 12 February 2015 and Council 26 February 2015.

FORWARD PLAN 2015/2016

Contact officer: Jon Pitt
Telephone: 01895 277655

REASON FOR ITEM

The Committee is required by its Terms of Reference to consider the Forward Plan and comment as appropriate to the decision-maker on key decisions which relate to services within its remit (before they are taken by the Cabinet or by the Cabinet Member).

OPTIONS OPEN TO THE COMMITTEE

- To comment on items going to Cabinet or Cabinet Member for decision.
- Or to note the items and decide not to comment.

INFORMATION

1. The latest published Forward Plan is attached. The Committee may wish to consider the non standard items that fall within its remit.

SUGGESTED COMMITTEE ACTIVITY

To consider whether there are comments or suggestions that the Committee wishes to make.

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Decision Further information

Departments: RS = Residents Services CYPs =Children and Young People's Services ASCS= Adult Social Care Services AD = Administration FD= Finance

inet meeting - 23 July 2015

Decision	Further information	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Private decision?
School Improvement Plan	Cabinet will approve a School Improvement Plan, aimed at ensuring the best possible standards of education within Hillingdon's schools.	All		Cllr David Simmonds	RS - Daniel Kennedy			
Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		Cllr Jonathan Bianco	FD - Paul Whaymand			
School Capital Programme Update	This report will update Cabinet and request any necessary decisions in order to progress the School Capital Programme in order to upgrade facilities and keep on track to deliver sufficient places for children educated in the Borough.	Various		Cllr Jonathan Bianco and Cllr David Simmonds	RS - Jean Palmer OBE / Bobby Finch	Corporate consultees		Public / Private (3)
Academy Conversions	A standard report to Cabinet to seek approval for the Council granting long leases to schools who wish to convert to Academy Status.	Various		Cllr David Simmonds / Cllr Jonathan Bianco	RS - Michael Patterson			Private (3)

inet Member Decisions - July 2015

Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	AD - Democratic Services	Various		
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Decision Further information

Ward(s)

Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Private decision?
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Departments: RS = Residents Services CYPs =Children and Young People's Services ASCS= Adult Social Care Services AD = Administration FD= Finance

Cabinet meeting - 24 September 2015

School Capital Programme Update	This report will update Cabinet and request any necessary decisions in order to progress the School Capital Programme in order to upgrade facilities and keep on track to deliver sufficient places for children educated in the Borough.	Various	Cllr Jonathan Bianco and Cllr David Simmonds	RS - Jean Palmer OBE / Bobby Finch	Corporate consultees	NEW	Public / Private (3)
Academy Conversions	A standard report to Cabinet to seek approval for the Council granting long leases to schools who wish to convert to Academy Status.	Various	Cllr David Simmonds / Cllr Jonathan Bianco	RS - Michael Patterson		NEW	Private (3)

Cabinet Member Decisions - September 2015

Standard items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various	All	AD - Democratic Services	Various		
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Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Private decision?
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Decision **Further information**

Ward(s)

Departments: RS = Residents Services CYPs =Children and Young People's Services ASCS= Adult Social Care Services AD = Administration FD= Finance

CABINET MEMBER DECISIONS - LIST OF STANDARD ITEMS CONSIDERED EACH MONTH

<p>School Governing Bodies and Governors</p>	<p>To approve appointments, nominate appointments and make reappointments of local authority governors and to approve any changes to school governing body constitutions. To also authorise any Officer or Member to be a Governor or Director of an Academy</p>			<p>Cllr David Simmonds</p>	<p>AD - Democratic Services</p>			
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WORK PROGRAMME 2015/2016

Contact Officer: Jon Pitt
Telephone: 01895 277655

REASON FOR REPORT

This report is to enable the Committee to review meeting dates and forward plans. This is a standard item at the end of each agenda.

OPTIONS OPEN TO THE COMMITTEE

1. To confirm dates for meetings; and
2. To make suggestions for future working practices and reviews.

WORK PROGRAMME 2015/16

24 Jun 2015	Major Review - Consideration of Scoping Report
CR5	School Admissions Update
	Update on previous Major Review of the Committee - Strengthening the Council's Role as a Corporate Parent
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

15 July 2015	Children and Young People's Service Improvement Plan - progress report
CR5	Budget Planning Report for Education & Children's Services 2016/17
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

9 Sep 2015	Major Review – Witness Session 1
CR5	Quarterly School Place Planning Report
	Annual Complaints Report 2014/15 for Children and Young People's Services
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

7 Oct 2015	Major Review – Witness Session 2
CR5	Consideration of topics for minor review
	Children and Young People's Service Improvement Plan - Quarterly Update
	Child Sexual Exploitation Strategy - Implementation Update
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

25 Nov 2015	Major Review – Witness Session 3
CR5	Minor Review - Consideration of Scoping Report
	Update Report - Progress on Implementation of previous review 'Hillingdon's Implementation of the Special Educational Needs and Disability (SEND) Reforms
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

13 Jan 2016	Minor Review - Witness Session
CR5	Major Review - presentation of draft final report
	Local Safeguarding Children's Board Annual Report
	Budget Proposals Report
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

17 Feb 2016	Minor Review - Presentation of Draft Report
CR4 and CR4A	Children and Young People's Service Improvement Plan - Quarterly Update
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

16 Mar 2016 CR5	Standards and Quality in Education in Hillingdon 2014/2015
	Update on previous Major Review of the Committee - Reducing the Risk of Young People Engaging in Criminal Activity and Anti-Social Behaviour
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

13 Apr 2016 Room TBC	Quarterly Child Social Care Audit Update 2015 / 2016
	Quarterly school place planning
	Children and Young People's Service Improvement Plan - Quarterly Update
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

****all meetings begin at 7pm.***

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