



HILLINGDON
LONDON



Children, Young People and Learning Policy Overview Committee

Date: WEDNESDAY, 17
FEBRUARY 2016

Time: 7.00 PM

Venue: COMMITTEE ROOMS
4 & 4A - 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)

Other Voting Representative

Anthony Little, Roman Catholic Diocesan.

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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:

- Education Services and statutory education authority functions
- School performance and attainment
- School Transport
- Relationships with Local Academies / Free Schools
- Pre-School & Early Years Services
- Youth Services & Careers Services
- Juvenile justice & probation services
- Adult Learning
- Education and learning partnerships
- Music & The Arts
- Social care services for children, young persons and children with special needs
- Adoption and Fostering
- Family Services

Agenda

- 1 Apologies for Absence
- 2 Declarations of Interest in matters coming before the meeting
- 3 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
- 4 To agree the minutes of the meeting held on 13 January 2016 1 - 8
- 5 Children and Young People's Social Care Service Improvement Plan - Progress Report 9 - 50
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Minutes

CHILDREN, YOUNG PEOPLE AND LEARNING POLICY OVERVIEW COMMITTEE

13 January 2016

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



HILLINGDON
LONDON

	<p>Committee Members Present: Councillors Jane Palmer (Chairman), Nick Denys (Vice-Chairman), Teji Barnes, Jem Duducu, Duncan Flynn, Tony Eginton, Manjit Khatra, Jan Sweeting (Labour Lead) and Mr Tony Little.</p> <p>LBH Officers Present: Laurie Baker (Interim Head of School Improvement/Education Quality & Strategy), Susan Hynds (Manager - Early Years Advisory), Dan Kennedy (Head of Business Performance, Policy & Standards), Peter Malewicz (Group Finance Manager), Tom Murphy (Head of Early Intervention Services), Tony Zaman (Corporate Director Of Social Care) and Jon Pitt (Democratic Services Officer).</p>
52.	<p>APOLOGIES FOR ABSENCE (<i>Agenda Item 1</i>)</p> <p>Apologies for absence were received from Cllr. Becky Haggar, with no substitute in attendance and from Cllr Peter Money, with Cllr Manjit Khatra substituting.</p>
53.	<p>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THE MEETING (<i>Agenda Item 2</i>)</p> <p>There were no Declarations of Interest made.</p>
54.	<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 3</i>)</p> <p>It was confirmed that all items were Part I and would be discussed in public.</p>
55.	<p>TO AGREE THE MINUTES OF THE MEETING HELD ON 25 NOVEMBER 2015 (<i>Agenda Item 4</i>)</p> <p>Resolved: That:</p> <p style="padding-left: 40px;">1. The minutes of the meeting held on 25 November 2015 be agreed as a correct record.</p>
56.	<p>BUDGET PROPOSALS REPORT FOR CHILDREN, YOUNG PEOPLE AND LEARNING SERVICES 2016/17 (<i>Agenda Item 5</i>)</p> <p>Officers provided a presentation on the draft revenue budget and Capital Programme of the Children, Young People and Learning Services for 2016/17. During the presentation it was noted that:</p>

- The draft budget proposals had been initially considered by Cabinet on 17 December 2015. Cabinet would next consider the proposals on 18 February 2016. The proposals would then go to Council for approval on 25 February 2016. This report would include comments made by the Policy Overview Committee. It was requested that the Committee agree a formal comment following the officer's presentation.
- The December Cabinet meeting had considered the budget prior to the Council having received notification of its Local Government Finance Settlement. The impact of the finance settlement was still being worked through as there were still a number of other funding streams where the Council had not yet received an update and the indication was that this was likely to take place in February 2016.
- The budget proposals had been compiled with the impact of the Government's deficit reduction programme in mind. This had seen a reduction of 56% (£67m) in Government funding to the Council since 2010/11, with indications being that the level of funding would continue to fall. The savings identified had taken into account the proposal to freeze Council Tax for an eighth successive year and funding the freeze for older persons into a 12th successive year. Balances and reserves had been maintained at well above the minimum recommended level.
- During 2015, the Council had agreed to provide significant additional resources for Children and Young People Services. This had included the continued use of agency staff at all levels. A structural review was undertaken to ensure that there was enough capacity to manage caseloads and that there were clear lines of management control and accountability. This resulted in a flatter management structure having being proposed.
- The structure for Children's Services had now been agreed and recruitment activity was being undertaken. Senior management posts had been filled first. Two service manager posts had been filled, leaving one that remained vacant. There were now only six vacancies remaining of 23 Team Manager posts across Children's Services.
- The recruitment of Social Workers had started in October 2015, with further recruitment activity due to be undertaken early in 2016. The recruitment activity was looking across the country and beyond in order to fill the posts.
- The total cost to the Council of Looked After Children (LAC) was increasing. This was due to some children having increasingly complex needs rather than it being due to the number of LAC increasing. The number of LAC was in line with expectations for a population the size of Hillingdon's.
- Around one third of Hillingdon LAC were unaccompanied asylum seekers, which suggested that the number of non-asylum seeker LAC was relatively low compared to other council areas. Asylum seeker LAC tended to be older teenagers in the 16-18 age bracket. The cost of looking after these children ranged from £3,400 to £6,000 per week (£176,800 per annum to £312,000 per annum). Members were informed that it is more cost effective to use in house Council provision rather than an external provider.
- The number of asylum seeker children arriving in Hillingdon was stable. In Kent and other areas with seaports, there had been significant increases in arrivals. This has not been seen in Hillingdon, despite Heathrow Airport being in the Borough.
- The Home Office had advised all councils that grant funding would be provided for eligible asylum seeker children at a 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 those eligible aged over 18. In response to a Member question, it was confirmed that Council was required to meet the funding shortfall in order to provide care to

these groups.

- Hillingdon was seeing a growing number of over 18 asylum seeking children, compared to the number of those who were under 18. This was due to a high number of younger children arriving five to six years ago who were now becoming adults.
- The number of primary schools pupils was continuing to grow, with there having been an increase of nearly 850 pupils between October 2014 and October 2015. Growth at secondary level was much smaller, but it was anticipated that this would rise in the future as the extra primary pupils moved to secondary school.
- Conversion by schools in the Borough to Academy status continued. 38 schools in Hillingdon were now Academies. Two other schools were looking to convert to Academy status.
- The Government had confirmed that a National Funding Formula would be introduced from April 2017. This would cover all funding streams, including Early Years, schools and High Needs.
- The entitlement to free child care for three and four year olds would be increased for working parents from 15 to 30 hours per week.
- The Education Services Grant would be reduced by 75% and it was anticipated that this would eventually be abolished. It was noted that one school had stated that they would lose £170,000 of their budget as a result.
- The proposed capital programme reflected population growth within the Borough. Local authorities were obliged to fund capital programmes to enable the expansion of existing schools and the building of new ones. The successful programme of primary expansion had now largely been delivered with a residual forecast need for additional places in the north of the Borough. There was a need for additional secondary school places. Officers advised that pupil forecasts were kept under close review. The total cost of these programmes was approximately £200 million, with the Government funding approximately half the cost and Council Tax payers the other half.

Discussion

A Member reflected that, given the reduction in Government funding, he considered that officers had done a good job in developing a budget that addressed all relevant issues.

Another Member voiced concerns about the level of savings that the budget was proposing to make. These amounted to total savings of 12.1 million across the Council, with 3.6 million of this due to come from Children, Young People and Learning Services. The Member was concerned at the scale and depth of budget reductions to some of the most important services. Some services were still in need of further improvement and there was a danger that cuts would undermine the improvements made to date.

Reductions to the Troubled Families budget and to that of Business Performance and Intelligence were highlighted as being of concern. In the case of the latter, it was worrying that reductions were proposed in this area given that the major review on 'The Effectiveness of Early Help to Promote Positive Outcomes for Families' [due to be presented to the Committee later in the meeting] was proposing that the use of data and intelligence be further developed to enhance service delivery. The review had also suggested that Early Intervention and Prevention Services needed to improve promotion of its offer to ensure that the maximum number of families were aware of the provision and could benefit from it. The Member was not clear how this could be achieved against the backdrop of a budget reduction of £600,000 on a current service

budget of £8 million.

In response to the concerns raised, officers advised that different ways of working were delivering efficiencies to enable the savings to be made without impacting on service delivery. Efficiencies would also be made through improving value for money. Savings were also being made through the negotiation of more efficient contracts and by increasing in-house foster care provision. Each in-house fosterer used saved £20,000 compared to using an external provider.

With regard to Business Performance and Intelligence, processes had been reviewed, with teams being brought together. The teams had been re-organised to deliver greater efficiencies and focused on corporate priorities. The restructured service was able to operate more effectively with a reduced budget.

It was questioned whether possible increased future demand for primary places had been taken into account. Officers stated that forecasts showed that primary school demand had been largely met in Hillingdon, although there was some residual demand in the north of the Borough. There could also be future additional demand in the Hayes area, in part due to continued investment in residential and commercial developments. The forecasts were reviewed annually. It was not anticipated that excess demand would be a significant issue. It was, however, anticipated that there would be a significant increase in secondary demand in the next five to eight years.

Members asked what action was being undertaken to deal with schools that had been identified as being at risk of coasting. Officers responded that such schools would be contacted for the concerns to be discussed and would be given the opportunity to work collaboratively with partners in Hillingdon and beyond.

A Member asked whether additional expenditure was incurred over and beyond the provision of the Troubled Families Grant, when supporting such families. It was also questioned whether the Council paid other organisations who took on aspects of this work and how Children's Centres could continue to provide the current range of services if the budget was reduced by 50%. It was confirmed that the Grant funded Council costs and was not passed on to partner organisations. The Council's Early Intervention and Prevention Service worked with partners to identify families in need of 'Troubled Families' support. 262 families were being targeted by this work in this year. With regard to Children's Centres, service provision was not being reduced, the 50% reduction related to a realignment of resources relating to delivery programmes, where the resources are managed across the Children's Centre Programme. The required savings noted were being found by working more efficiently, such as through collective buying by the locality groups.

The Chairman felt that, based upon the evidence that she had seen, that the changes made within Children's Services would improve efficiency. Improved efficiency enabled budgetary savings to be made. Therefore, significant budget reductions did not necessarily mean a reduction in service provision.

Resolved: That:

- 1. That the report be noted.**
- 2. The Committee noted the budget proposals submitted and acknowledges the work that has been undertaken in providing a working budget, noting constraints placed via external funding streams. Concerns were expressed by some Members about the level of saving that needed to be achieved**

and the effect on services. There was no consensus amongst the Committee Members as to whether reductions in funding would have an impact on the service delivered.

57. **STANDARDS AND QUALITY IN EDUCATION IN HILLINGDON - 2014/2015** (*Agenda Item 6*)

Officers introduced the report to provide Members with an overview of the standard and quality of education within Hillingdon schools. The report focused on attainment and achievement for the academic year 2014/15. The information was being presented to the Committee for comment prior to it being considered by Cabinet on 18 February 2016. It was noted that The Hillingdon School Improvement Plan 2015-18, which had been approved by Cabinet in 2015, was also included in the information presented to the Committee.

Within Hillingdon, the overall attainment of early years and primary age pupils had risen in 2014/15. Most key measures of educational progress and attainment showed significant improvement compared to 2014 data. Results remained in line with or above national averages.

Overall performance of Hillingdon pupils at Foundation Stage for the seven key subject areas showed significant improvement. Levels of development were good, with significant gains compared to 2013/14. For Writing, outcomes were 2.2% above the national average, while Media and Materials was 2.6% above average. However, performance for Speaking was 1.9% below the national average, while for Managing Feelings and Behaviour, it was 2.6% below average. The percentage of pupils demonstrating an overall good level of development increased from 52% in 2013/14 to 65.2% in 2014/15, although this was still below the national average of 66.5%.

Also at the Foundation Stage, boys outperformed girls against most measures. For literacy, boys were 3.9% above the national average and 6% above the London average. For maths, the attainment of boys was 1.6% above the national average. The achievement of girls was slightly below the national average, by 1.2% for literacy and 1.9% for maths. Overall for the areas of Communication and Language; Personal, Social and Emotional Development and Physical Development, the attainment of pupils receiving Pupil Premium funding was 7% below that of pupils not receiving the funding. Performance of pupils receiving the premium was 15% below other pupils for Maths and 17% below for Literacy.

Priorities for the Foundation Stage included continuing to support teachers to make secure and consistent judgements and focusing moderation on the areas of Personal, Social and Emotional Development; Communication and Language and Understanding the World. Work would be undertaken to ensure that girls made appropriate progress and strategies would be developed to help teachers to better support children whose first language is not English. Pupils receiving Early Years Pupil Premium would also be supported to help them make progress in line with their peers who are not in receipt of the funding. Finally, leadership and management skills of teachers of the Early Years and Foundation Stage would be supported in order to facilitate more effective monitoring and self evaluation.

In response to a Member question, officers advised that the 'Understanding the World' topic area covered the more traditional subject areas of geography, history and Information Technology.

A Member welcomed the progress made at the Foundation Stage, while noting that performance remained below the London average in all but one subject area. It was questioned why performance remained relatively low at the Foundation Stage, compared to London overall. Officers advised that the Moderation Programme was three years into a four year programme. 75% of schools had been moderated, with 25% remaining. It would take the full four years to get a full picture of the progress made by Foundation Stage pupils in Hillingdon. It was anticipated that 12 of 17 Individual Learning goals would be achieved. The work being undertaken was making a positive impact, but it was acknowledged that there was still work to be done to improve pupil performance in this area. There appeared to be some resistance within schools to the moderation work being undertaken. Therefore, it was important to ensure effective engagement with schools to overcome barriers and to provide teachers with the support required. This was achieved, in part, through the hosting of moderation events that every Early Years Teacher was required to attend.

Members asked what role the Council could play in improving the performance of academies and free schools. Officers advised that schools would often voluntarily engage to seek advice and support and that contact would be made with schools where there were concerns about pupil attainment. Other measures could include the issue of warning letters to schools and reporting the school to the Regional Schools Commissioner.

Performance at Key Stage 4 was less strong, although the gap was closing between disadvantaged and non disadvantaged pupils. The percentage of children in Hillingdon obtaining at least 5 A* to C grades at GCSE (including English and Maths) had fallen 3% between 2014 and 2015, from 59% to 56%. This compared to a national decline of 0.5%, from 57% to 56.5%.

In response to a Member question, officers advised that the overall performance of Hillingdon schools at Key Stage 4 ranked 24th of the 34 London Boroughs. This was an improvement of four rankings compared to the previous year. Further work was needed in order to understand performance at Key Stages 4 and 5 and why there was a relative decline amongst Hillingdon pupils when compared to performance at earlier stages. This would involve working with schools and 14-19 providers to drive improvement and hold leadership teams to account, where appropriate. Schools liaised with governor committees with a view to improving performance and a School Strategic Partnership Board had been established.

Sixteen schools in Hillingdon had been inspected in 2014/15. Of these, six received an improved judgement, while ten of the sixteen had received a downgrade. Most of the decreased grades were schools previously judged as being good, which were now judged as requiring improvement. In many cases, these downgrades were linked to leadership, management and governance of the schools and/or to lower outcomes for disadvantaged pupils.

Concerns were raised by Members about grade inflation and how this was been addressed. Officers advised that schools had varying approaches, noting that some schools were part of the Early Adoption Scheme for core maths qualifications. Where there were specific concerns, these could be raised directly with the school and with the Regional Schools Commissioner.

Borough wide data had been utilised previously in order to challenge school performance. This exercise was due to be repeated in March 2016.

	<p>Resolved: That:</p> <ol style="list-style-type: none"> 1. That the report be noted. 2. Early Years and Foundation Stage data be circulated to the Committee, broken down by educational planning area. 3. The following comment be submitted on behalf of the Committee for inclusion in the forthcoming report to Cabinet: <p style="padding-left: 40px;">"The Committee is encouraged to see improvements made at the Foundation and Primary stages of education. However, it must be recognised that further work is required, particularly at Key Stages 4 and 5. Members were concerned by the level of progress of young people with Special Educational Needs (SEN) and of pupils who are able, but disadvantaged."</p>
58.	<p>SINGLE MEETING REVIEW DRAFT SCOPING REPORT - SUPPORTING EDUCATIONAL ASPIRATION FOR DISADVANTAGED CHILDREN (<i>Agenda Item 7</i>)</p> <p>Officers introduced the scoping report for the proposed single meeting review by the Committee on 'Supporting Educational Aspiration for Disadvantaged Children.' The key aim of the review was to investigate the attainment of disadvantaged pupils and to identify what steps could be taken to improve this. Attainment of disadvantaged pupils was below that of their non-disadvantaged peers at all educational stages, up to and including Key Stage 4. Locally, the gap was closing at Key Stage 1 and 2, while there was a significant gap at Key Stage 3. There was a particular problem with regard to the attainment of white British boys who were from disadvantaged backgrounds.</p> <p>The Committee's attention was drawn to the proposed Terms of Reference and also to the proposed list of witnesses for the review, both of which were contained within the officer's report. The Committee considered that the proposed list of six witnesses was too ambitious for a single meeting review. Accordingly, it was agreed that the number of witnesses would be reduced to four and that school governors would be removed from the list of potential witnesses.</p> <p>Committee Members welcomed the proposed topic, noting that the review needed to consider existing examples of good practice and data to enable it to geographically identify where the most disadvantaged pupils were within the Borough. It was also requested that the review consider the impact of ethnicity, cultural diversity and gender on the performance of disadvantaged pupils.</p> <p>Resolved: That:</p> <ol style="list-style-type: none"> 1. Subject to revision to the list of proposed witnesses, the Committee agreed the scoping report presented and instructed officers to make arrangements for a witness session to be held at the February 2016 meeting of the Committee.
59.	<p>MAJOR REVIEW DRAFT FINAL REPORT - THE EFFECTIVENESS OF EARLY HELP TO PROMOTE POSITIVE OUTCOMES FOR FAMILIES (<i>Agenda Item 8</i>)</p> <p>The Chairman introduced the draft final report of the Committee's review on 'The Effectiveness of Early Help to Promote Positive Outcomes for Families.' The Committee was satisfied with the recommendations proposed by what was considered to be a well written report that covered all the key concerns identified during the</p>

	<p>witness sessions.</p> <p>The Chairman thanked Members and officers for the contribution they had made to the final report.</p> <p>It was noted that the Joint Strategic Needs Assessment, which had informed the review, would not include standalone recommendations. However, the data contained within it would enable individual services to make informed judgements about how service provision could be targeted. Reference was made to recommendation 2a of the major review, which recommended that the use and sharing of data and intelligence required for effective service delivery be developed.</p> <p>Resolved: That:</p> <ol style="list-style-type: none"> 1. The Committee agreed the draft report as presented by the Chairman. 2. That the Chairman would present the draft report to Cabinet on 18 February 2016.
60.	<p>WORK PROGRAMME 2015/16 (<i>Agenda Item 9</i>)</p> <p>Resolved: That:</p> <ol style="list-style-type: none"> 1. The Work Programme be noted.
61.	<p>FORWARD PLAN (<i>Agenda Item 10</i>)</p> <p>Resolved: That:</p> <ol style="list-style-type: none"> 1. The Forward Plan be noted.
	<p>The meeting, which commenced at 7:00 pm, closed at 8:50 pm.</p>

These are the minutes of the above meeting. For more information on any of the resolutions please contact Jon Pitt 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 / Sarah Hydrie
Telephone: 01895 250498

REASON FOR ITEM

This report aims to provide a summary of the status of the CYPS Service Improvement Plan as at February 2016. 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 progress against each work stream and the performance measures used. In summary, the plan is substantially completed and on track to meet service objectives set in March 2015.

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

Background

1. In March 2015, the Children's Social Care Services Improvement Plan (SIP) (refer to appendices) was developed using the Transformation Children's Pathway work streams. The SIP acknowledges the urgency required to deliver better outcomes for children within Hillingdon. It enhances the work already completed as part of the Ofsted Improvement Plan 2014 and ensures that recent improvements are sustained and built upon. At that time, the service was characterised as having a high turnover of staff, high caseloads and an inconsistent level of service delivery. The main objective of the plan was, therefore, to stabilise the service by prioritising recruitment, improving the service structure and delivering key statutory services to a consistently high standard. The plan contained seven work streams with performance measures, milestones and key targets for each area of the Service:

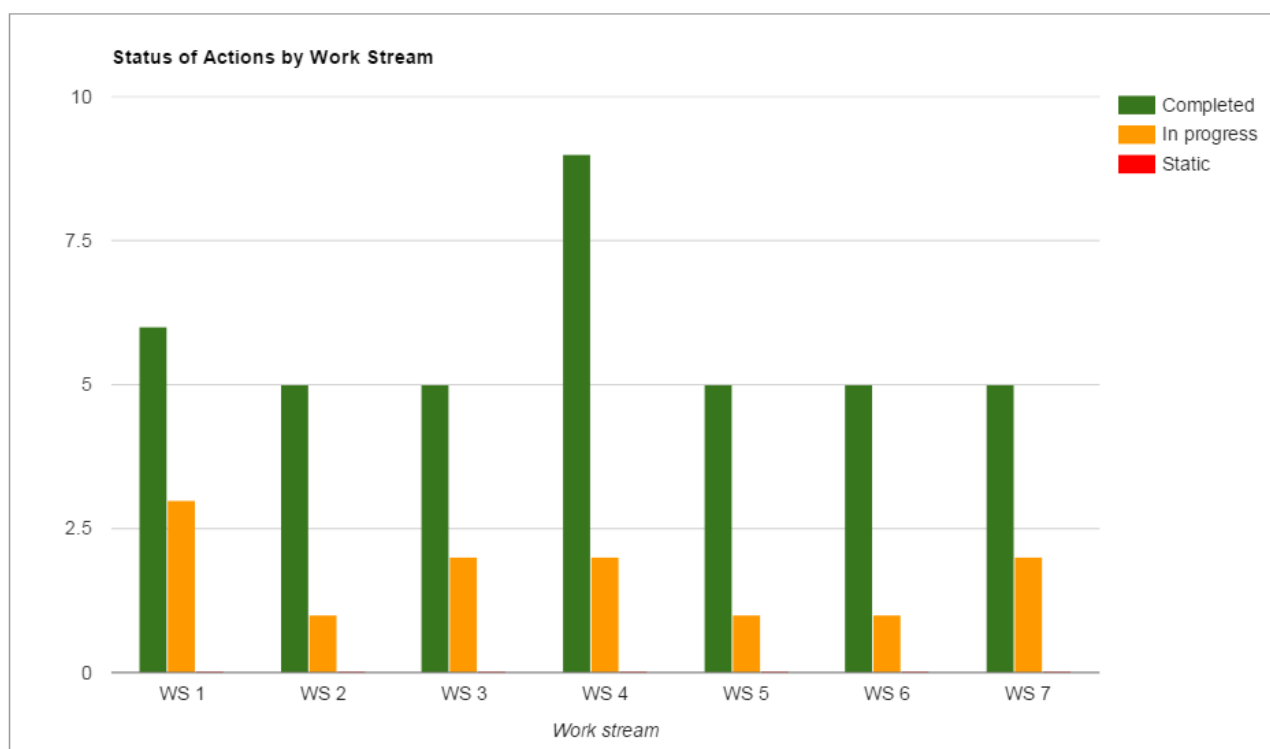
- 1) Workforce Development;
- 2) Improving Triage, MASH and Referrals & Assessment;
- 3) Improving social work practice within the Children's Social Work Teams;
- 4) Improving outcomes for Looked After Children & Young People;
- 5) Improving the quality of Fostering & Adoption provision;
- 6) Embedding new ways of working and improved practice management arrangements; and
- 7) Effective Quality Assurance.

Progress Summary

2. Since the last update to the Committee in October 2015, the service has been progressing well to complete actions across all work streams. The table and graph below summarise the progress which has been made since the Service Improvement Plan was introduced in March 2015 across each of the 7 work streams.

	Total No of Actions	Completed	In Progress	Static	% Completed
Jul 2015	52	Reporting mechanism being developed to monitor progress against each action			
Oct 2015	52	25	27	0	48%
Jan 2016	52	40	12	0	77%

Summary Table



Graph depicting actions by work stream

3. The graph shows that steady progress continues to be made against all **52** actions in the Plan, with **40** actions **COMPLETED**, **12** actions **IN PROGRESS** and **0** are **STATIC**. This shows that **77%** of actions in the Plan have been **COMPLETED**. The Assistant Director and Project Manager continue to meet with Service Managers on a monthly

basis to update, challenge and track progress against the Plan. The CYPS Dashboard, produced by the Performance & Intelligence team, has also been provided to the Committee (refer to appendices) as evidence of service stability and continued improvement.

4. In October's update to the Committee, it was acknowledged that service improvement activity for the Early Intervention Service was also planned. This part of the Service has been undergoing major change during 2015/16, including the development of a service delivery model, which is designed to support and dovetail with that of Children's Social Care. Although the Early Intervention Service is not a formal part of the CYPS Service Improvement Plan, progress within Early Intervention is closely monitored by the DCS and his Senior Management Team to ensure there is a close synergy between the two service areas. Plans are now in place to incorporate the Early Intervention Service into the planning cycle for 2016/17, so that there will be a single CYPS Service Plan developed for the forthcoming financial year. The recommendations which were issued following the Committee's major review of the Early Intervention Service will be incorporated into next year's Service Plan.
5. The 2015/16 Service Improvement Plan will be concluded by the end of March 2016 and a final report submitted to the Committee in April 2016. The Children's Services Business Plan for 2016/17, which will include specific actions related to Early Intervention Service, is currently being developed and will initially be presented to the Committee as part of the next update.

PAPERS WITH THE REPORT

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

Appendix 2 - Children's Social Care Improvement Action Plan 2015/16.

Appendix 3 - CYPS Dashboard.

Appendix 4 - Glossary.

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

Version 1 final
March 2015



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[Work stream 6: Embedding new ways of working and improved practice management arrangements](#)

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[Appendix 1 - Children's social care improvement action plan 2014-16](#)

1. Hillingdon's vision for vulnerable children

To deliver an outstanding Social Care Service for Hillingdon's children and young people in line with the Children's Pathway work programme. 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 support 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 very quickly
- Any risks children face are quickly identified, and are reduced as a result of our involvement
- If families need medium-long term support, this is done by a capable social worker who has time to spend with them
- 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
- We talk to and listen to children and families through our involvement and where possible act on their concerns.

To achieve the vision, this plan has been developed using the Transformation Children's Pathway work streams. It outlines the priority areas of activity required to improve the overall level of provision for children receiving services from social care. The plan also acknowledges the urgency required to deliver better outcomes for the children within 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.

In order to deliver this, Children's Social Care Services needs a stable workforce who are capable of undertaking good quality assessments, offer defined interventions, engage with families and partners, and deliver timely decision-making for children at critical points across the Children's Pathway.

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 Assistant Directors who have responsibility for improving outcomes for their respective service areas.

Note - *It is important to acknowledge that in August 2014 the level of risk in the Children's Social Work Team (CSWT) was deemed to be unacceptably high. A significant additional*

amount of resource was committed to the service, coupled with the arrival of a new Senior Management Team within CYPS. This Leadership team is now firmly focused on driving forward service improvements.

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 and 6).
- That the whole service maintains a relentless focus on good outcomes for children.
- Maintain good Triage, MASH, 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 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 streams 4 and 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 by getting the spend over 2015-16 for CYPS 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 interdependencies with projects led by Residents Services 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. Performance improvement work in Triage, MASH and CSWT
3. Defining new ways of working 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

- a. HR Workforce and Organisational Development are leading on developing a Recruitment and Workforce Development plan. Improvements include the following:
- 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.
 - AYSE support 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.
- 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 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.
 - Management development plan to be completed for all managers to support their practice with clear measures of performance incorporated in their development plan / PADA.

Measurements of progress

See HR Recruitment and Workforce Development plan to avoid duplication.

Status of the work stream a: In implementation via HR's Recruitment and Workforce Development plan.

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

Work stream 2: Performance improvement work in Triage, MASH and CSWT

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 / intake team for all new social care cases, and will ensure that they 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.
- 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.

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 by 25 (see model of impact on CIN cases), with weekly meetings with managers to review performance against target. 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)

- 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).
- All assessments to be completed within timescales. (Residual Ofsted Action).
- 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: Defining new ways of working within the CSWTs

This work stream will review and improve the current operating model in order to realign the CSWT service with the Children's Pathway and strengthen the prevention model.

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 understand and plan demand at key points from Triage to Permanency (service demand flow map).
- Triage to work with the Single Point of Contact project (being led by Residents Services - interdependency).
- 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.
- Update transfer protocol to ensure consistent and smarter transfer process.
- 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 and site bites on good quality assessments, chronologies (Residual Ofsted Action).
- Introduce Domestic Violence tools (CADA / Matrix) as part of assessment. (Residual Ofsted Action).
- Agree the future for the Parenting Assessment Service and work flow.
- Review the service model for asylum children aligned with wider transformation and funding arrangements.
- Snapshot of Emergency Duty Team to scope any issues and risks.

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, and evidently contributes to the reduction of caseloads through CSWT1 and CSWT1, 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, 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 case audits will have 100% compliance.
- We will meet our statutory obligations for the privately fostered children in the Social Work Service.
- Recruitment of first line managers is effective as we reduce 100% current agency staff in management positions to 40% or less.
- Asylum and parenting assessment teams better defined.

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.
- Audit of decision-making at front door and to ICPC (test thresholds) is planned for April 2015, which will give us up to date position re. 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 audits, feedback, 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 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, SGO (Special Guardianship Orders), connected persons).
- 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.
- Review 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 Viewpoint 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, with 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 audits and data indicating good 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 top quartile for EET and housing outcomes.
- 80% of audits of care plans indicate good quality, child's voice and leading to quicker and better decision-making.
- Looked After Children receive good outcomes within 12-18 months (return home, long-term fostering, adoption, SGO, 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:

- Prototype the 'managed service project' (provided by Coram & HCL) to allocate all backlog and new carer assessments until the end of May 2015, and to ensure no drift or further backlogs within the service.
- 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.

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.

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 minimum - less than 10% of LAC (36).
- 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 (36).
- 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 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 the 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. 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
 - MASH process
 - Transfer and allocation process
 - Practice Development Mentor role
 - 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 relaunch of Viewpoint by April 2015.
- 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 to be 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 addressing CSE in Hillingdon which consists of key strategic objectives in line with 'Pan London Operating Protocol' to include 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 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 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.
- A 'CSE strategy' to be 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 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.
- Viewpoint 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 2014-16

See separate action plan.

Action / Process				Improvement Targets and Outcomes			Progress - Actions		Status	Changes post Sept 2015
Ref	Action	Lead	Start Date	End Date	Performance Measures and Milestones	Key Targets	Progress - Actions	Status	Changes post Sept 2015	
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	01/04/2015	01/03/2016	New website functional	By Sept 2015 website updated and online.	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 potential remuneration. This will be communicated on a new recruitment portal or 'micro-site' which will later be used for other recruitment across the Council.	Completed - Retired		
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	01/04/2015	01/07/2015	TBC by HR	On hold until Transition plan agreed by the Leader	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'.	Completed - Retired		
1.3	Recruitment process through to delivery to meet the needs of the service in line with the improvement plan	HR	01/05/2015	01/03/2016	Transition Plan agreed by the Leader	Improve the ratio of permanent to agency social workers within the Service. Targets 85% to permanent within the Service	<ul style="list-style-type: none"> - Transition Plan agreed by the Leader - Phase 1 of the recruitment campaign concluded in October; recruitment to Management vacancies is almost complete. <p><u>Team Managers</u></p> <ul style="list-style-type: none"> - 17 appointments made - 16 are in post, 1 is pending pre employment checks - 3 in YPS, 5 in FA, 4 in CSWT, 4 in CIC, 1 in RAS <p><u>Advanced Practitioners</u></p> <ul style="list-style-type: none"> - 3 appointments made - 1 in post, 2 are pending post approval prior to offer letters being sent - 1 in FA, 2 in YPS <p><u>Senior Social Workers</u></p> <ul style="list-style-type: none"> - 9 appointments made - 5 in CSWT, 4 in CIC <p><u>Social Workers</u></p> <ul style="list-style-type: none"> - 9 appointments made - 3 are in post, 1 starting in Feb, 1 starting in March, 4 are pending pre employment checks - 3 in CIC, 2 in FA, 2 in RAS, 1 in YPS, 1 in CSWT <ul style="list-style-type: none"> - The current % of perm staff has risen to 65% (excluding Skyjakes) <ul style="list-style-type: none"> - Phase 2 advertisements have recently closed and 29 applications are currently being reviewed 	In progress		
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	01/01/2015	On-going	100% of new workers attended induction programme	All staff inducted	<ul style="list-style-type: none"> - 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 steadily since the recruitment campaign was launched, with the current attendance at 57% 	Completed - Ongoing		
1.5	AYSE support to be embedded, with clear standards and require mentors set out to encourage these newly qualified workers to remain in Hillingdon long-term	L&D	15/03/2015	On-going	100% of NQSW's remain in social work posts, 2 years after qualifying	High standard ASYE programme resulting in NQSW's staying in social work posts in Hillingdon and creating opportunity to grow future managers and create a stable workforce	<ul style="list-style-type: none"> - The induction programme includes a modified and enhanced offer of support to AYSE - All Newly Qualified Social Workers enrol onto the ASYE programme, the Learning and Development Officer for Social Care is also the ASYE coordinator and she inducts them and their assessor/line manager to the programme and support them through the programme - All NQSW's are permanent staff but if they do not satisfactorily complete the ASYE programme their contract of employment can be terminated 	Completed - Ongoing		
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	All professional social work posts have a career pathway established	Renewed job profile and job description for NQSW, SW and AP	<ul style="list-style-type: none"> - As at Dec 2015 there were 11 NQSW's in CYPs with more due to start in Jan 2016 - The new career pathway for targeted posts have been developed and implemented as part of the recruitment programme - New career pathway used to facilitate the recruitment process 	Completed - Retired	This action has now been retired	

Appendix 2

Workstream 1: Workforce Development

Action / Process			Improvement Targets and Outcomes			Progress - Actions		Status	Changes post Sept 2015
Ref	Action	Lead	Start Date	End Date	Performance Measures and Milestones	Key Targets	Progress - Actions	Status	Changes post Sept 2015
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	01/04/2015	Sept 2015	100% Compliance in the delivery of supervision	All staff receiving timely, good quality supervision in line with the Hillingdon Supervision Policy	- A comprehensive supervision monitoring and audit tool has been developed and implemented across CYPS. It is supplemented by regular practice audits - All managers to provide supervision to staff in line with Hillingdon's Supervision Policy - All Service Managers have ensured that supervising managers have received supervision induction and training within the first two weeks of employment (agency or permanent) - Implemented supervision tracker which demonstrates variation and clear focus for new Team Managers and supervision tracker in place for all staff and monitored on a monthly basis. At Dec 2015 the Service was 89% compliant with the delivery of supervisions. This continues to be monitored on a monthly basis and any slippage is discussed between Service Managers and the Assistant Director - Fortnightly POD supervisions taking place supported by the Practice Improvement Practitioners (PIP)	Completed - Ongoing	Status changed from 'In progress' to 'Completed - Ongoing' and will continue to be monitored
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	01/04/2015	01/04/2016	By May 2015 all social work staff in Children Social Care 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	- 6 month PADA reviews took place over Quarter 3 and annual reviews are due to start in April 2016 - All Service Managers to ensure that supervising managers have received PADA induction and training within the first two weeks of employment (agency or permanent)	In progress	
1.9	Management development plan to be completed for all managers to support their practice with clear measures of performance incorporated in their development plan / PADA	AD Children's Safeguarding and AD CIC, Permanency & Children's resources	01/04/2015	01/04/2016	100% of managers to have a management development plan	All managers have a clear plan of support and career progression	Management development training has been commissioned (from Penna) for all managers and will commence in Quarter 4, following successful recruitment of the permanent cohort of Team Managers - All Service Managers to complete management development plans with their managers	In progress	

STATUS OF ACTIONS for 2015/16

	Completed	In progress	Static	Total
Number	6	3	0	9
Percentage	67%	33%	0%	

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

Action / Process				Improvement Targets and Outcomes			Progress - Actions		Status	Changes post Sept 2015
Ref	Action	Start Date	End Date	Performance Measures and Milestones	Key Targets	Progress - Actions	Status	Changes post Sept 2015		
2.1	Improved and consistent decision-making by the Triage and MASH teams	01/04/2015	01/04/2016	<ul style="list-style-type: none"> - Data around following Key Indicators as recommended by The London Chief Exec. Self-Improvement Board line is collated - MASH clearly identifies statutory social work service Step across to early help services - Contacts assisted through advice and information - Re-referral rates - Effectiveness of initial RAG rating by MASH is above 90% 	<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, 95% target - On-going partner discussion regarding thresholds and delivery of training materials 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 and Triage staff 	<ul style="list-style-type: none"> - Regular MASH operation meetings and strategic partnership meetings which are well attended and in which our key partners attend are in place and are chaired by the Assistant Director - Audit of decision-making is now part of the monthly electronic audit tool, the results of which will be reported in our monthly audit trend document going forward. 100% target for compliance achieved - There is a CSE, Police officer who started in Sept and a Detective Sergeant will be working in MASH full time - their jobs will be to focus on CSE and FGM operations - Thresholds agreed and training delivered, which has been evidenced in supervision meetings - MASH protocols have been completed and are in place - 97% of assessments completed within timescale - UK Border Agency and British Airways staff (incl pilots) have received safeguarding training - Fortnightly meetings with Skylakes to discuss actions, has resulted in referrals decreasing - Review of decision making demonstrates high levels of consistency and threshold management - The Met Police have acknowledged Hillingdon MASH as the most efficient in London. Norway and UK government advisers have also visited the MASH to review best practice. There has also been half a dozen requests by other local authorities to observe our MASH process - The available outcome information shows 273 contacts stepped up to Children's Social Care: 317 contacts stepped across to early help services and 468 contacts assisted through advice and information 	Completed - Ongoing			
2.2	To establish an effective Referral and Assessment Service	01/08/2015	01/03/2016	<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. 	All staff in post by March 2016	<ul style="list-style-type: none"> - There are plans to recruit 4 social work teams who will be taking over from Skylakes. The first two teams are starting in Feb 2016. Ongoing recruitment to take place for the final two teams over the next month - Recruitment for the Team Manager role and Social Worker posts are underway. 1 permanent Team Manager (TM) has been appointed to the RAS team and there are plans to recruit another TM in Jan-Feb 2016 to bring the 2 RAS teams together - Transfer plan in place to move away from Skylakes in Feb-Mar 2016. By end of Mar 2016 we plan to bring all 4 teams in-house and end our contract with Skylakes - Transfer plan in place to move away from Skylakes in Feb-Mar 2016. By end of Mar 2016 we plan to bring all 4 teams in-house and end our contract with Skylakes - Assessments are carried out within timescale and % of step-downs: Sept 2014 - assessments carried out within timescale was 64% Sept 2015 - assessments carried out within timescale was 97% Dec 2015 - assessments carried out within timescale was 98% - At the end of Quarter 3 the re-referral rate is at 18% - 10% of children on a CP Plan second or subsequent time 	In progress			
2.3	There will be an increase in families stepping down at key points in social care (at contacts, post assessment and during CP / CIN work) - seen via demand and capacity data set	01/04/2015	On-going	<ul style="list-style-type: none"> - % families no longer receive a statutory service and not re-referred to statutory social work for 6 months. 	<ul style="list-style-type: none"> - Functioning RAS (Skylakes) - Re-referral rate and children subject to a Plan a second time, 15-20% target 	<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 - Skylakes embedded. Full review of project by Director of Children's Services (DCS). Run down of contract expected by end of March 2016 - There is a tapered transition into LBH RAS (refer to 2.2) - There are weekly practice meetings. Fortnightly risk and issues meeting where the Assistant Director, Service Manager and Skylakes Manager test the quality of practice. Further, there are quarterly performance monitoring meetings with the DCS - The Skylakes model is fully embedded with transition underway. 97% of assessments completed to timescale. 100% work allocated for CP and LAC 	Completed - Ongoing			
2.4	Best Value is obtained from Skylakes team in that they deliver to contract showing consistent good performance against acceptable practice standard	01/11/2014	01/04/2016	<ul style="list-style-type: none"> - Key indicators and delivery model is agreed and delivered: - 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). 	<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 - Skylakes embedded. Full review of project by Director of Children's Services (DCS). Run down of contract expected by end of March 2016 - There is a tapered transition into LBH RAS (refer to 2.2) - There are weekly practice meetings. Fortnightly risk and issues meeting where the Assistant Director, Service Manager and Skylakes Manager test the quality of practice. Further, there are quarterly performance monitoring meetings with the DCS - The Skylakes model is fully embedded with transition underway. 97% of assessments completed to timescale. 100% work allocated for CP and LAC 	Completed - Ongoing	Status has changed from In progress to completed. Ongoing and will continue to be monitored		

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

Action / Process		Improvement Targets and Outcomes				Progress - Actions		Status	Changes post Sept 2015
Ref	Action	Lead	Start Date	End Date	Performance Measures and Milestones	Key Targets	Progress - Actions	Status	Changes post Sept 2015
2.5	Improve EDT staff recording practice following snapshot review.	Service Manager Triage/ MASH	01/04/2015	On-going	TRIAGE team report low number of issues weekly of incorrect recording and timeliness of reporting.	- 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	- There are no more issues from Triage - 1-2-1 training with Triage in place - Monthly meetings help identify issues and are dealt with immediately - ICS contains advice on performing referrals - 100% permanent staff employed in EDT	Completed - Retired	Performance measure has been re-worded for clarity
2.6	Improve service offer for DV	Service Manager Triage/ MASH	01/04/2015	01/09/2015	- Improved signposting for DV families from CSC. - An increase in orders against perpetrators or legal remedies. - Social Workers and audits indicate an improvement in assessment quality re. DV families. - Full time IDVA appointed within MASH.	- Training to be rolled out by OA service on DV tools March onwards. - New activities to be linked with DV strategy and plan.	- MASH partnership to deliver DV specialist role to MASH to identify and enhance service offered to families identified with DV risk - Implemented risk assessment tool which includes the principles of the CAADA-DASH Risk Identification tool to the Assessment and SW teams and of Barnados DV identification matrix - There is now a dedicated DV worker in MASH - DV training for all staff has been planned through LSC8. First session on DV and impact on children took place on 18/09/2015 and the next is due to take place on 19/01/2016. Triage staff have completed their training up to level 3 - Full time IDVA appointed within MASH and 0.5 FTE IDVA to be appointed	Completed - Ongoing	Status has changed from 'In progress' to 'Completed - Ongoing' and will continue to be monitored
2.7	The Lead for this action has been changed from Service Manager Triage/MASH to Service Manager Children's Resources (work stream 4). The new reference number is 4.11.								

STATUS OF ACTIONS for 2015/16

Number	Completed	In progress	Static	Total
Percentage	83%	17%	0%	6

Action / Process							Improvement Targets and Outcomes		Progress at 8th Feb 2016	
Ref	Action	Lead	Start Date	End Date	Performance Measures and Milestones	Key Targets	Progress - Actions	Status	Changes post Sept 2015	
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	01/07/2015 Dec 2015	01/12/2015	- Permanent recruitment - Recruit support staff to assist with intensive social work intervention	- 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.	- The main advertising campaign has been working successful and positive outcomes are being reported. The recruitment campaign is ongoing and interviews are still underway. - 4/6 permanent Team Managers (TM) have been appointed, with 2 remaining TM posts being recruited to and interviews are underway - 100% statutory work allocated - Average caseload per social worker remains good at target 18 (refer to action 3.2) - The Early Intervention and Prevention structure has been agreed and implemented. Family Support provision will be provided through this service	Completed - Ongoing	Status has changed from 'In progress' to 'Completed - Ongoing' and will continue to be monitored	
3.2	Average caseloads - 18 cases per qualified social worker	Service Manager CSWT	01/01/2015	On-going	Weekly data set indicate that all Social Workers have an average caseload of 18 children.	- 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.	- Benchmark for caseloads agreed in line with London Standards document - 18 average across the service. Caseloads are reviewed on a regular basis. As of Jan 2016 the average caseload is 18. There is regular monitoring of throughput of work and caseload fluctuations are common. - 100% allocation of all statutory cases.	Completed - Ongoing	Status has changed from 'In progress' to 'Completed - Ongoing' and will continue to be monitored	
3.3	Improving the level of professional supervision and development of staff	Service Manager CSWT	01/04/2015	On-going	- 100% compliance and delivery of supervisions - 100% POD supervision	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.	- Supervision tracker has been implemented across all teams. There are monthly reports to the Assistant Director Supervision performance for CSWT: Q1 - 76% Q2 - 80% Q3 - 74% - Supervisions are being monitored and scrutinised on a monthly basis at the Service Managers meeting (SMM) - From August 2015 Practice Improvement Practitioners have audited performance and POD supervision and prepared an action plan where managers have addressed issues. Audits have been completed and are discussed at the Service Managers meeting fortnightly - 100% compliance in TM's undertaking audits - ongoing	Completed - Ongoing	Status has changed from 'In progress' to 'Completed - Ongoing' and will continue to be monitored	
3.4	Improve the quality of social work assessments in the CSWT	Service Manager CSWT	01/04/2015	01/04/2016	- 100% compliance in team managers undertaking audits. - Case audits show improvement in grading: • 35% good by March 2015 • 50% good by Sept 2015 • 80% good by March 2016 - 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 training programme to be commissioned from the QA service and rolled out to all social work practitioners.	- 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 placement, with a clear focus on legal planning and completion of pending work (Early Intervention, CIN, CP, LAC or Children's Pathway). - All Case records to contain up to date chronologies. - New management structure was implemented on 1st June 2015. - Programme start date to be 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.	- Case audits showing improvement in grading: • 46% judged good or better at March 2015 - achieved • 48% judged good or better at Sept 2015 - work ongoing • 55% judged good or better at Dec 2015 - work ongoing - PIPs are supporting practice improvement in assessments through direct work with TM's and social workers linked to audit outcomes - Update Learning & Development key messages to staff - Practice training on assessment skills will continue to be delivered through the West London Alliance training programme - 97% throughput of assessments - New TM training underway in March 2016 with a focus on practice issues and quality (Penna)	In progress		

Action / Process				Improvement Targets and Outcomes			Progress at 8th Feb 2016		
Ref	Action	Lead	Start Date	End Date	Performance Measures and Milestones	Key Targets	Progress - Actions	Status	Changes post Sept 2015
3.5	All social work interventions are provided in a clearly defined and timely manner	Service Manager CSWT	01/04/2015	On-going	<ul style="list-style-type: none"> - % families no longer receive a statutory service and not re-referred to statutory social work for 6 months. - Step-up and Step-down data indicates: <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 - % families no longer receive a statutory service and not re-referred to statutory social work for 6 months. • There is a reduction in complaints. • Practice mentors to support staff in delivering timely interventions 	<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 neighbourhoods - Staff, families and partners in feedback and surveys are clear about outcomes and there is an agreed plan which is outcome focussed and time-bound. - Training on pre-proceedings work to be rolled out by Court Trackers and others in first quarter of 2015. - Practice guidance has been updated and rolled out to all managers and staff including 'Working Together 2013' - Social workers are familiar with Tri-x (the electronic policies and procedures web portal) 	<ul style="list-style-type: none"> - Re-referral rates have remained within target parameters at 18%. All statutory cases allocated and have appropriate plans - Step-up and Step-down data results: <ul style="list-style-type: none"> • CIN and CP average case time is improving 6 month • Pre-proceedings work is 12-14 weeks average • There is a reduction in complaints - Achieved. Improved performance in responding to complaints. All Quarter 1, 2 and 3 complaints were dealt with within the 10 working days - Review all practice standards and guidance - Part of the Tri-x update which is due in Oct 2015 • PIPs to support staff in delivering timely interventions - Achieved - Training on pre-proceedings and PLO process have been reviewed and implemented - PLO workshops take place every fortnight and there has been a marked improvement in the outcomes of PLO work as a result - Better interface with Early Intervention Service is now being implemented - Practice Standards rolled out in Jan 2016 to all social workers 	Completed - Ongoing	Status has changed from 'In progress' to 'Completed' and will continue to be monitored
3.6	Defined response for all cases where Domestic Violence is the presenting risk factor	Service Manager CSWT	01/12/2015	On-going	<ul style="list-style-type: none"> Assessments reflect that the impact of DV on children is identified and responded to with clear safety plans and DV responding to programmes for children experiencing DV IDVA worker to be appointed to MASH 	Permanent IDVA within MASH	<ul style="list-style-type: none"> - Permanent IDVA worker appointed to MASH to provide support and guidance to CYPS - DV training provided by Learning & Development and LSCB 	Completed - Ongoing	Status has changed from 'In progress' to 'Completed' and will continue to be monitored
3.7	Provide effective parenting assessment service	Service Manager CSWT	01/04/2015	01/04/2016	<ul style="list-style-type: none"> - Service to refresh protocol and offer. - An increase in parenting assessments being completed in-house for all pre-proceedings families unless a clinical/medical assessment is required. - 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"> - Once service is fully staffed targets for assessments to be released. (See separate detailed briefing on the proposal for this service) - Parenting assessments to be completed within 6 weeks unless agreed with legal and SW teams. 	<ul style="list-style-type: none"> - Initial review undertaken that allows Service to work more effectively - Further reviews of Parenting Workers Contract with a clear link to throughput and quality of work - Service review is near completion. Reviews have been completed and new contracts are being issued - Review underway of the Service with a view to bring practice in-house to CSWT and link it with Team Managers. Plan to implement this by April 2016 	In progress	

STATUS OF ACTIONS for 2015/16		Total	
Number	Percentage	In progress	Static
5	71%	2	0
		29%	0%
			7

Work stream 4: Improving outcomes for LAC & Young People

Action / Process							Improvement Targets and Outcomes		Progress at 8th Feb 2016	
Ref	Action	Lead	Start Date	End Date	Performance Measures and Milestones	Key Targets	Progress - Actions	Status	Changes post Sept 2015	
4.1	All LAC cases will be allocated to ensure that all statutory LAC requirements are met.	Service Manager LAC & YP's Team	01/04/2015	On-going	<ul style="list-style-type: none"> - All statutory posts are filled and caseboards are within the service average (14 for CIC teams) by Sept 2015. - Weekly data set - 100% allocation LAC Balanced caseboards - 100% of LAC visited within statutory timescales. - Low numbers of children missing from care <5 - Weekly management oversight of all LAC missing - 80% permanent staff to agency ratio 	<ul style="list-style-type: none"> - Permanent recruitment successful with all Team Managers appointed. - Permanent recruitment with all social workers. - Agency workers to fill vacancies. - Regular Permanence management meetings implemented to track KPIS 	<ul style="list-style-type: none"> - CIC and YPS teams have the majority of their managers on permanent contracts. 7/8 managers appointed across both services - 95% permanent staff in post in YPS - 70% permanent staff in post in LAC - 100% allocation of statutory LAC cases - Caseboards are within the service average which is 14 for CIC teams and 18 for YPS - 100% allocation LAC Balanced Caseboards has been achieved and maintained - LAC visited within statutory timescale - New management arrangements now imbedded and actions in place to improve performance. 91% at Oct 2015, an improvement from the last quarter - All children missing from care are being reviewed and risk assessed on a weekly basis by the Service Manager - All AIT missing children have been approved through the legal planning process at end of Dec 2015 - Task and Finish Group for all missing children across LAC/CP/CIN 	Completed - Ongoing	Status has changed from 'In progress' to 'Completed - Ongoing' and will continue to be monitored	
4.2	Average caseboards remain within 14 - 16 cases per qualified social worker (AYSE 12)	Service Manager LAC	01/04/2015	On-going	<ul style="list-style-type: none"> - Weekly data set: Average caseboard for Children in Care Teams = 14 	<ul style="list-style-type: none"> - Average caseboard maintained between 14 to 16 children per worker 	<ul style="list-style-type: none"> - Average caseboard remains steady, at 14 in Children in Care and 16 for Leave in Care in Jan '16 	Completed - Ongoing		
4.3	Improving the level of professional supervision and development of staff	Service Manager Young People	01/04/2015	On-going	<ul style="list-style-type: none"> - 100% compliance and delivery of supervisions - 100% POD supervision for all teams - Implement supervision tracker across all teams - July 2015 	<ul style="list-style-type: none"> - Clear robust decision making on all case files through OA audits - Reflective practice and encourage learning good practice and development between Social Workers through OA audits. Build skill base within the team. 	<ul style="list-style-type: none"> - Implemented and maintained supervision tracker which demonstrates variation and clear focus for new TMs - Supervision tracker in place for all staff. Supervision performance YP team: <ul style="list-style-type: none"> Q1 - 46% Q2 - 57% Q3 - 82% - 100% POD supervision for reflective case discussion which is in the process of being tracked fortnightly. POD supervisors to address the progressions of KPI, the effectiveness of pathway plans including the YP's contribution 	Completed - Ongoing	Status has changed from 'In progress' to 'Completed - Ongoing' and will continue to be monitored	
4.4	Evidence of child or young person participation in their care planning for LAC and care leavers	Service Manager LAC	01/04/2015	On-going	<ul style="list-style-type: none"> - Feedback forms and information leaflets to young people about service - Number of LAC who require an advocate and receive an advocate should be 100% - Corporate manager data: <ul style="list-style-type: none"> - Milestones for audited cases: <ul style="list-style-type: none"> • March 15 - 35% good • Sept 15 - 50% good • March 16 - 80% good - Thematic audit demonstrates 80% of cases where the child's voice is reflected in practice 	<ul style="list-style-type: none"> - 80% return rate for feedback forms - Evidence of improved LAC and Leaving Care YP engagement. - Staff attend training delivered to ensure good outcomes for children. - 90% attend PLO/CSE Training 	<ul style="list-style-type: none"> - Planning underway for Care Leavers Conference to take place in June 2016 in consultation with young people - 100% LAC who required an advocate currently receive an advocate via NYAS - Milestones for audited cases: <ul style="list-style-type: none"> • 46% judged good or better at March 2015 - achieved • 48% judged good or better at Sept 2015 - work ongoing • 55% judged good or better at Dec 2015 - work ongoing - All Social workers to ensure that the child's voice is reflected in the Care/Pathway plan by detailed recordings. Thematic audit found 80% of cases where the child's voice was reflected in practice - 100% attend PLO and CSE training. Training is ongoing for the foreseeable future (and takes place monthly) so that new starters receive training as soon as they join the organisation and any former staff are being trained as part of the L&D requirements 	In progress		

Action / Process		Improvement Targets and Outcomes				Progress at 8th Feb 2016			
Ref	Action	Lead	Start Date	End Date	Performance Measures and Milestones	Key Targets	Progress - Actions	Status	Changes post Sept 2015
4.5	Effective management oversight is in place leading to better and more timely decision-making	Service Manager LAC	01/04/2015	31/03/2016	<ul style="list-style-type: none"> - 1-2-1 supervision tracker - Implement fortnightly performance management clinics - Court outcomes and LAC reviews: - The average of PLO cases to be concluded = 26 weeks - 100% of LAC reviews completed within timescale - Milestones for audited cases: <ul style="list-style-type: none"> • March 15 - 35% good or better • Sept 15 - 50% good or better • March 16 - 80% good or better 	<ul style="list-style-type: none"> - To ensure all care plans are robust to demonstrate good outcomes for LAC children - Recruitment of permanent team managers - Average PLO cases is 28 weeks - 100% LAC reviews within timescales - 100% audit of cases 	<ul style="list-style-type: none"> - New Practice Manager structure implemented in Sept 2015 - Full compliance with the case auditing framework - The Public Law Outline (PLO) has been successfully implemented resulting in a reduction from application to final order - Monthly Permanency Tracking meeting implemented - Regular PLO meetings. Average PLO cases is just above 25 weeks (current cases) as of end of Jan 2016 - Supervision tracked and underway (refer to 4.3) - Full review of the Section 20 voluntary cohort underway - 100% audit of cases: <ul style="list-style-type: none"> • 46% judged good or better at March 2015 - achieved • 48% judged good or better at Sept 2015 - work ongoing • 55% judged good or better at Dec 2015 - work ongoing 	Completed - Ongoing	Status has changed from 'In progress' to 'Completed' - Ongoing and will continue to be monitored
4.6	Health placement outputs demonstrate good outcomes for LAC	Service Manager LAC	01/01/2015	01/12/2015	<ul style="list-style-type: none"> - Updates from Data and weekly Performance meetings with Health partners - 6-weekly performance meetings with Health partners 	<ul style="list-style-type: none"> - 90% completion of LAC health assessments within timescale, escalate to SM's and respond within 24 hours. - Workshops for mental and VH teams 	<ul style="list-style-type: none"> - 90% LAC health assessments completed within timescale. The team are working closely with Health to develop measurements around indications of review - Regular 6 weekly monitoring meetings in place to work with designated Health professionals to track and monitor health assessments, attendance is mandatory - The number of initial health assessments at: <ul style="list-style-type: none"> • July 2015 was 35% • Aug 2015 was 65% • Jan 2016 was 90.5% - Workshops were delivered by the Virtual Head in Quarter 3 and attended by all staff 	Completed - Ongoing	1. New performance indicator (see point 2) 2. Status has changed from 'In progress' to 'Completed' - Ongoing and will continue to be monitored
4.7	Education placement outputs demonstrate good outcomes for LAC	Head of Virtual School	01/01/2015	01/12/2015	<ul style="list-style-type: none"> - Updates from Data and weekly Performance meetings - Ensure all children who are LAC and not meeting their milestones have an effective plan in place through the PEP, to ensure progression. - Milestones for the completion of a Personal Education Plan (PEP) are: <ul style="list-style-type: none"> • March 15 - 50% completed • Sept 15 - 75% completed • Dec 15 - 100% completed 	<ul style="list-style-type: none"> - 100% PEPs in place for all LAC between the ages of 3 years old, up to 18 years of age. 	<ul style="list-style-type: none"> - Residual actions from Ofsted Improvement Plan: Decision made to develop tracking and monitoring system within ePEP so that attainment and progress data is contained within one system accessible to SMs, DTs, VSCs and FCs. Date for completion set for April 2015. - Residual actions from Ofsted Improvement Plan: Agreement to be made to ePEP so that Action Plans agreed can be SMART by 13th April 2015. - Residual actions from Ofsted Improvement Plan: 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. ===== - Regular meetings with the Children In Need team and Virtual School - Weekly performance data used to monitor the completion of PEPs <ul style="list-style-type: none"> • March 2015 - 51% PEPs completed • Sept 2015 - 80% PEPs completed • Dec 2015 - 100% PEPs completed 	Completed - Ongoing	
4.8	Improve monitoring and timeliness of permanent placement provision for LAC	Service Manager LAC	01/04/2015	31/03/2016	<ul style="list-style-type: none"> - The average of PLO cases to be concluded = 26 weeks. - Percentage of children waiting for family finding 9 months of entry into care = <30% - Percentage of children waiting for family finding 12 months of entry into care = <10% - All Section 20 by March 2016, 100% over a year has a Permanency Plan 	<ul style="list-style-type: none"> - 26 weeks achieved in court-monthly meetings - To provide timely permanent outcomes for all long term LAC - Review undertaken of all long term cases to promote permanent outcomes. All children with an adoption plan have been matched or placed with prospective adopters 	<ul style="list-style-type: none"> - IRO Service has agreed to escalate cases without a Permanency Plan, this escalation is in progress. All emails sent to SM for CIC if a case is not being progressed for permanency. The Permanency Plans are also monitored in Permanency Monitoring meetings - All long term voluntary (Section 20) care cases reviewed and appropriate long term plans now in place. All s20 cases have been subject to LPMs, reviewed with clear actions. SM regular reviews cases - All Placement Order cases reviewed and being returned to Court where appropriate. All cases have been reviewed at LPM. 12 cases have been returned to court for placement orders to be revoked. 2 cases have been concluded, 8 cases currently in proceedings. 2 cases still to be issued. No other cases in LBH to be reissued. This action is complete. 	Completed - Ongoing	

Action / Process		Improvement Targets and Outcomes				Progress at 8th Feb 2016			
Ref	Action	Lead	Start Date	End Date	Performance Measures and Milestones	Key Targets	Progress - Actions	Status	Changes post Sept 2015
4.9	Improving outcomes for Leave in Care	Service Manager LAC	01/07/2015	31/03/2016	Monitoring NEET, accommodation and Pathways Plans for Leave in Care	<ul style="list-style-type: none"> - Key targets are being agreed at the Care Leavers subgroup of the Corporate Parenting Board - 80% pathway plans in place 	<ul style="list-style-type: none"> - Review of shared accommodations bi monthly by TM/Service Manager. Further report completed and presented to Corp Parenting Board Jan 2016. Corp Parenting Board approved recommendations which will inform actions for next years SIP. - Monitoring of NEET performance and practice undertaken by regular reviews by the Leaving Care Working group of the Corp Parenting Board - There is regular feedback from the Service Manager to Corp Parenting Board to check the sustainability of accommodation - Weekly meetings taking place between performance team and YPS Work to improve the quality of data regarding pathway plans for care leavers. P&I team to provide the data by end of Feb 2016 - YPS Away Day booked in April 2016. "Stepping out" young people's group booked to undertake pathway plan training and to provide a questions and answer session to improve practice. - NEET remains on the Care Leavers Working group agenda. Champion within the YPS to work with Corporate Parenting Manager/ "stepping out" around apprenticeships and work experiences, which is being supported by the Participation working group. - Personal Advisor have been allocated to all LAC YP over the age of 16 years old. All eligible care leavers have an effective Pathway Plan - There is 100% allocation on all 16 plus open cases - March 2015 = 85% care leavers have a Pathway Plan - The data for pathways plans is in the process of being cleansed due to data collection difficulties on Protocol. The Service Manager has had meetings with the Performance & Intelligence team to find solutions going forward. The matter will be resolved by March 2016 	In progress	There is a new key target concerning pathway plans, which has been added
4.10	All LAC children over the age of 16 years old to have an allocated worker. Over 18 care leavers will have a Personal Advisor allocated	Service Manager LAC & Manager Children & Young People Service	01/04/2015	31/03/2016	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.	<ul style="list-style-type: none"> - The implementation of the YPS is now complete. The AIT is fully embedded in the YPS - AIT asylum children have 100% allocation - LAC asylum assessments delivered within 45 days max with an average of 30 days per assessment. • Sept 2015 - 95% completed within timescale • Jan 16 - 97% completed within timescale - Fully permanent workforce with manageable caseloads. Advanced Practitioner interviews took place and two were appoint-able. - Staff development / training on age assessments and human rights assessments to take place early 2016 - Permanent Team Manager in post from Sept 2015 - Permanent YPS Service Manager appointed from Oct 2015 	Completed	1. Action updated, Personal Advisor allocated' has been amended 2. End date has changed to 31/03/2016
4.11	Establish effective working relationship with the Asylum intake team (AIT)	Service Manager Young People	01/03/2015	On-going	- Delivering 100% of assessments within 45 days max with an average of 30 days per assessment - Performance Indicator meetings held weekly to ensure ongoing case management	<ul style="list-style-type: none"> - UKBF and AIT to work in partnership with operations to safeguard children/YP vulnerable to FGM/ CSE/ trafficking/ Terrorism - 100% LAC asylum allocated - Develop a clear process for allocation 	<ul style="list-style-type: none"> - AIT asylum children have 100% allocation - LAC asylum assessments delivered within 45 days max with an average of 30 days per assessment. • Sept 2015 - 95% completed within timescale • Jan 16 - 97% completed within timescale - Fully permanent workforce with manageable caseloads. Advanced Practitioner interviews took place and two were appoint-able. - Staff development / training on age assessments and human rights assessments to take place early 2016 - Permanent Team Manager in post from Sept 2015 - Permanent YPS Service Manager appointed from Oct 2015 	Completed	1. New action which has been introduced from 01/03/2015 2. End date has been changed accordingly. 3. 3rd Key Target is new

STATUS OF ACTIONS for 2015/16		Total	
Number	Percentage	Completed	Static
9	82%	2	0
		18%	0%
			11

Action / Process		Improvement Targets and Outcomes			Progress - Actions		Status	Changes post Sept 2015	
Ref	Action	Lead	Start Date	End Date	Performance Measures and Milestones	Key Targets	Progress - Actions	Status	Changes post Sept 2015
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	15/01/2015	15/07/2015	<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 - Business case completed and presented to SMT and Leader - Recruitment of team managers - three successful appointments - Agency staff used to cover vacant post - Link in with plan for social work recruitment across Children's Services - Fortnightly Permanency Monitoring Meeting embedded in practice and provides robust challenge and oversight of permanency outcomes 	<ul style="list-style-type: none"> - Implement a managed service with Coram and HCL - All 29 outstanding assessments allocated and completed by Oct 2015 - Implement HCL staffing cohort to prototype service model - Implement regular performance management systems for adoption and fostering 	Completed - Retired	
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	15/02/2015	01/03/2016	<ul style="list-style-type: none"> - Service pathway and staffing structure communicated to key stakeholders and staff - Sufficiency Strategy signed off at Corporate Parenting Board and implemented by July 2015 - Recruitment of permanent staff underway by Oct 2015 - Quality Assurance framework provides evidence of good quality social work practice on all assessments 	<ul style="list-style-type: none"> - Data set agreed - ICS adoption module implemented - Monthly performance data meetings embedded in practice - Reduction in average days from the child being LAC to long term permanency decision being made 	<ul style="list-style-type: none"> - Full service structure implemented by February 2016. The service pathway was presented at Assistant Managers Meeting in July 2015. It will be shared with Team Managers within the Service and will be discussed at regular staff briefings. Once the pathway has been finalised we will brief the Foster Carer Association, the West London Alliance and the Independent Fostering Agency (in Sept 2015). Every team to be covered by a 'Team Manager' - Recruiting permanent Social Workers throughout November 2015. Staff in post by January 2016 - Permanent Service Manager appointed and in post from Jan 2016 - Vacancies are either covered or being recruited to. There are no substantive casework backlogs in the Service - The Sufficiency Strategy has been shared with the Service, has been approved and is now live. The Sufficiency Strategy was signed off by Senior Management Team and the Corp Parenting Board in July 2015. The Strategy will go live on Horizon and follow up actions will be monitored via this Action Plan - All placements outside of LBH are reviewed by the Access to Resources Panel and meet the child's specific needs - A review of all placement orders over 20 miles is being undertaken and regular reviews are taking place 	Completed - Retired	This action has now been retired
5.3	Improve performance management by implementing strong management oversight and evidence of improved permanency outcomes for LAC in Hillingdon	Service Manager Children's Resources	15/02/2015	16/03/2016	<ul style="list-style-type: none"> - Dataset agreed by June 2015 (refer to action 5.5) - Scrutiny of monthly data by Performance subgroup by July 2015 	<ul style="list-style-type: none"> - Panel training successfully delivered - Panel process and functioning coordinated and streamlined - Electronic system implemented to circulate paperwork and improve communication with panel members - Panel minutes are completed and signed by ADM within 2 weeks of panel - Tracking of panel cases to inform panel quarterly reports developed - Successful improvements in partnership working with panel members and the service - Panel requirements and expectations delivered to team meetings - Children's Service training programme developed - QA feedback sheet for SW reports prior to going to panel implemented - ADM decision making process streamlined timely 	<ul style="list-style-type: none"> - ICS/Performance Intelligence Team continue to meet monthly to discuss data provided to track timescales for approval of carers - Continued scrutiny of data by the Performance subgroup on a weekly basis. Implementation of weekly performance tracker meeting to provide improved performance management and oversight of permanent placements - Key Performance Indicators are tracked by Performance subgroup on a weekly basis 	Completed - Retired	This action has now been retired
5.4	Improve the management and coordination of the Fostering & Adoption Panel	Service Manager Children's Resources & Panel Advisor	15/03/2015	Dec15	<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 	<ul style="list-style-type: none"> - Training sessions delivered to panel members in 2015 as follows: FOSTERING & ADOPTION PANEL TRAINING 16/03/2015 - Data protection, Chromebook, ICT 16/03/2015 - Data protection, Chromebook, ICT 20/10/2015 - Fostering and Adoption NMS and Regulation - Panel Advisor post covered by an experienced interim. Process for QA checks now in place - Provision of dedicated admin support in place. Ongoing review undertaken by new Service Manager to ensure the effectiveness of this provision. - ADM function is being discharged effectively - Children's Service training programme is in progress and will be delivered in Spring 2016 - Successful improvement in partnership working with panel members will be delivered via training and feedback - Feedback received from the Panel become embedded in the cycle of learning and escalation. Minutes and decisions are agreed, tracked and evidence is collected 	<ul style="list-style-type: none"> - Training sessions delivered to panel members in 2015 as follows: FOSTERING & ADOPTION PANEL TRAINING 16/03/2015 - Data protection, Chromebook, ICT 16/03/2015 - Data protection, Chromebook, ICT 20/10/2015 - Fostering and Adoption NMS and Regulation - Panel Advisor post covered by an experienced interim. Process for QA checks now in place - Provision of dedicated admin support in place. Ongoing review undertaken by new Service Manager to ensure the effectiveness of this provision. - ADM function is being discharged effectively - Children's Service training programme is in progress and will be delivered in Spring 2016 - Successful improvement in partnership working with panel members will be delivered via training and feedback - Feedback received from the Panel become embedded in the cycle of learning and escalation. Minutes and decisions are agreed, tracked and evidence is collected 	Completed - Ongoing	Status has changed from 'In progress' to 'Completed - Ongoing'

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

Action / Process		Improvement Targets and Outcomes			Progress at 8th Feb 2016	
Ref	Action	Lead	Start Date	End Date	Performance Measures and Milestones	Key Targets
5.5	Improve the function and process of family finding within the service	Service Manager Children's Resources	15/03/2015	31/03/2016	<ul style="list-style-type: none"> - Prototype service completed and evaluated by July 2015, see Coram and HCL Service Plan - Team fully recruited by October 2015 - Regular performance review of key service indicators: <ul style="list-style-type: none"> • % of children who cease to be LAC after who were adopted • Average between child entering care and moving in with its adoptive family • % of children who wait less than 18 months between entering into care and moving in with adoptive family • % of children who ceased to be LAC because Special Guardianship Order • Average time between receiving a court to place and deciding on a match to an adoptive family • 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 	<ul style="list-style-type: none"> - Improved permanent placement outcomes for LAC in Hillingdon - Improvement in the performance as measured by the national adoption scorecard - LAC are placed with long term foster placement within 1 year of the placement order being made
5.6	Development of LBH foster carers to meet the diverse needs and challenges of LAC	Service Manager Children's Resources	01/09/2015	31/03/2016	<ul style="list-style-type: none"> - Recruitment and retention of foster carers for older LAC and those with complex needs - 110 in-house foster placements - Reduce ratio of IFA's (45%) to in-house (55%) - Improve placement stability for children placed in long term fostering placements in line with the new structure - Reduce the number of placement breakdowns for children placed in long term fostering placements: <ul style="list-style-type: none"> • Reduction in the number of children placed in residential placements • Reduction in the number of children and young people placed outside of 20 miles of LBH - Increase number of good quality LB Hillingdon foster placements available 	<ul style="list-style-type: none"> - Sufficiency Strategy, presented to Corporate Parenting Board - Permanency Monitoring Meeting embedded in practice - Re-itering exercise for WLA completed - Business case for new structure completed and presented to SMT and Leader - Recruitment of team managers - three successful appointments - Agency staff used to cover vacant posts - Recruitment of 30 foster carers during 2016/17, Stage 1 to be completed end of March 2016, Stage 2 end of Sept 2016
					<ul style="list-style-type: none"> - All backlog cases have now been dealt with and children have now been either placed or selected for matches with adoptive families. - All children subject to Placement Orders prior to January 2015 have been either matched or selected for adoptive placements. - The family finding team are working proactively at selecting potential adoptive families for children prior to the final hearing therefore greatly reducing the drift. - All LAC are presented to the Permanency Monitoring Meeting from the 2nd LAC review therefore providing senior manager oversight. - Increase in the number of children being placed with an adoptive family within one year of the placement order being granted 20/14/15 15 children placed - 5 placed within one year of placement order - The permanency meeting is now focusing on improving the time in which children are placed in long term fostering placements within 12 months of the care order being made. Historic cases have all been considered by the PMM and have a clear plan of achieving permanency and cases from June 2015 are continuing to be monitored to ensure they are matched within the 12 month deadline. - There are no children with an adoptive plan awaiting a placement. - The "Fantastic 30" LBH foster carers recruitment campaign has successfully concluded the first tranche and there is currently 24 prospective foster carers now being assessed. - A further information evening took place in January 16 people attended 10 are already booked in for initial home visit and the other 6 are being followed up. - The second tranche of advertising will start in February and will consist of advertising in shops/ill receipt, posters on bus stops, further leaflet drops to every household in the borough and a road show in the shopping centre. - All placements outside of 20 miles have been reviewed to verify that placements meet the child's needs 	<p>Changes post Sept 2015</p> <ol style="list-style-type: none"> 1. End date changed from 15/12/2015 to end of March 2016 2. Status has changed from 'In progress' to 'Completed - Ongoing' and will continue to be monitored
					Completed	In progress

STATUS OF ACTIONS for 2015/16

Completed	In progress	Static	Total
5	1	0	6
83%	17%	0%	

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

Action / Process		Improvement Targets and Outcomes				Progress - Actions		Status	Changes post Sept 2015
Ref	Action	Lead	Start Date	End Date	Performance Measures and Milestones	Key Targets	Progress - Actions	Status	Changes post Sept 2015
6.1	Support better outcomes by aligning the staffing model with expected demand	AD Children's Social Care	01/04/2015	01/09/2015	- Implement Children's Pathway model - Monitor effectiveness of the 'managed service' model	- Complete a demand exercise within LBH - Benchmark LBH demand rates with national rates - 100% allocation of all statutory cases	- Implemented the Children's Social Care Pathway in June 2015 - Work completed on the expected demand across the children's pathway service' for the provision of assessment teams - Extra demand is being met by the implementation of a 'managed service' - Regular weekly management monitoring arrangements are in place and are resulting in service improvements - All statutory cases are allocated across the Service within agreed caseload limits	Completed - Ongoing	
6.2	Support best practice by ensuring caseloads are stable and balanced	AD Children's Social Care	01/04/2015	On-going	- Average caseload for qualified social workers = 18 - Newly qualified social workers = 12	- Case Loads for qualified social workers are monitored weekly at Performance Board - The average caseload across children's services has remained stable at 16/17 and is within target set - Caseloads in Referral & Assessment, Children in Care, Young People's Service and Adoption & Fostering are stable and within target set. Caseloads with Children in Need/Child Protection teams higher than target and actions in place to reduce within target range	- Caseloads are currently within the target average range (18) and monitored as part of weekly performance management of the Service. The average caseload newly qualified social workers has remained at 10 for the same period - Increased capacity added through 'managed service' models and sustained interim staffing - Practice improvements have led to closure of all backlog work and cases open without a plan for more than 6 weeks - To deliver clearer accountability by expanding the number of team managers with small (maximum 7) teams of social workers. - Business case completed and submitted to the Leader end of March 2015. Fully implemented in June 2015	Completed - Ongoing	
6.3	Ensure good management oversight and support practice by ensuring a flatter team management structure	AD Children's Social Care	01/05/2015	01/06/2015	- Measurement of management oversight through supervision and audit activity.	- 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		Completed - Retired	This action has now been retired
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	01/05/2015	01/03/2016	Improved social work practice.	- Percentage of work judged good or better: • 50% by the end of March 2015 • 60% by the end of September 2015 • 80% by the end of March 2016	- The new Advanced Practitioner (AP) role has been added to the structure, there is a minimum one AP post per social work team - All AP posts have been recruited to as part of the main recruitment activity in Autumn 2015	In progress	
6.5	Invest in staff professional development and clearer alignment with service requirements	AD Children's Safeguarding	01/04/2015	01/04/2016	- 100% compliance and delivery of supervisions - 100% POD supervision	- 100% of qualified social workers to receive supervisions on a monthly basis - 100% qualified social workers have IDPs appropriate to the requirements of their job. - 100% of qualified social workers have completed their PADA	- Work judged good or better: • 46% judged good or better at March 2015 - achieved • 43% judged good or better at Sept 2015 - work ongoing • 55% judged good or better at Dec 2015 - work ongoing - Supervision performance: Q1 - 100% Q2 - 80% Q3 - 100% - 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 - 6 month PADA reviews to be completed by end of Oct 2015	Completed - Ongoing	
6.6	All changes to be made with transparency, consultation and care through regular communication with staff and managers	AD Children's Social Care & AD Children's Safeguarding	01/04/2015	On-going	- Quarterly whole service events held - Regular attendance of staff at Service Management meetings	- 50% response rate to all staff survey from Children's Services	- There are regular whole service communication events held to outline key changes and planning within the service - All Service Managers hold regular meetings with all staff in their service to explain in detail changes and improvement action - Following participation from all staff, CYPS staff outcomes demonstrated a positive change in staff morale	Completed - Ongoing	

STATUS OF ACTIONS for 2015/16		Total	
Completed	In progress	Static	Total
5	1	0	6
Number	17%	0%	
Percentage			

		Action / Process			Improvement Targets and Outcomes			Progress at 8th Feb 2016		
Ref	Action	Lead	Start Date	End Date	Performance Measures and Milestones	Key Targets	Progress - Actions	Status	Changes post Sept 2015	
7.1	Implementation of new Quality Assurance Framework and Audit Programme to embed 'good' standards of practice	QA Service Manager	01/04/2015	31/03/2016	<ul style="list-style-type: none"> - Percentage of work judged good or better: <ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> - Quality Assurance Framework signed off and launched 1 April 2015 and Audit Programme for 2015/2016 launched on 1 April 2015 - 100% audit compliance since Jan 2015 - Percentage of work judged good or better: <ul style="list-style-type: none"> • 48% judged good or better at March 2015 - achieved • 48% judged good or better at Sept 2015 - work ongoing • 55% judged good or better at Dec 2015 - work ongoing - There has been an appropriate reduction in CP figures that now shows the required demand and capacity covering the time with our statistical neighbours. This was confirmed through audit of appropriateness of the decision-making - CP audits completed in Dec 2015: <ul style="list-style-type: none"> • Children taken off plans • Children who have been on plans for over 18 months • Children subject to CP and LAC 	Completed - Ongoing	1. Lead has changed from 'AD Children's Safeguarding' to 'QA Service Manager'	
7.2	Launch new Practice Standards	QA Service Manager	01/04/2015	31/03/2016	<ul style="list-style-type: none"> - Percentage of work judged good or better: <ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> - 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 on 15 April 2015 and are now available to all social workers via Tri-X - Ongoing programme of Bite size training and workshops on new Practice Standards commenced in mid April 2015 and being delivered by the Practice Improvement Practitioner. Further, this is part of the induction process for new starters - Percentage of work judged good or better: <ul style="list-style-type: none"> • 46% judged good or better at March 2015 - achieved • 48% judged good or better at Sept 2015 - work ongoing • 55% judged good or better at Dec 2015 - work ongoing - Monthly audit programme underway. 100% compliance with monthly audits since Jan 2015 	Completed - Ongoing	Lead has changed from 'AD Children's Safeguarding' to 'QA Service Manager'	
7.3	Launch new Audit Programme	QA Service Manager	01/04/2015	31/03/2016	<ul style="list-style-type: none"> - 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 themed audits are completed as programmed - Monitored at monthly Quality Assurance meetings 	An approach that will support practice managers to embed service and practice learning into their daily supervision and management in a rigorous way.	<ul style="list-style-type: none"> - All managers to complete single agency audits using the electronic case file audit tool - Electronic audit tool used to monitor and report on 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 - Monthly supervision tracker used as an audit tool to monitor and check implementation of supervision meetings - From April 2015, 100% compliance for completion of case file audits - From May 2015, 100% case file audits completed using elec audit tool - Audit trend report is distributed to the Chief Executive and Cllr - Strategy for monitoring and reporting to Practice Managers and SMIMs agree and implement actions via the action plan 	Completed - Ongoing	Lead has changed from 'AD Children's Safeguarding' to 'QA Service Manager'	
7.4	Ensure a robust Reviewing Service that quality assures consistently promoting good practice and challenging practice areas that require improvements	Safeguarding and Reviewing Service Manager	01/04/2015	01/09/2015	<ul style="list-style-type: none"> - 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.	<ul style="list-style-type: none"> - Reviewed by IRO's during monthly team meetings - At Sept 2015 we were reviewing the process for monitoring mid-point reviews. At Dec 2015 this process was 100% completed 	Completed - Retired	1. Lead has changed from 'AD Children's Safeguarding' to 'Reviewing Service Manager'	
7.5	Launch CSE strategy and Missing Person and Runaway Protocol	AD Children's Safeguarding	01/01/2015	01/09/2015	<ul style="list-style-type: none"> - 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 in practice when identifying and responding to CSE concerns.	<ul style="list-style-type: none"> - CSE strategy and Missing Person and Runaway Protocol launched in April 2015 - Monthly MASE and MAP meetings are used to track CSE cases - 100% cases tracked and risk assessments and plans in place - CSE Strategy Implementation Update report went to the Committee in October 2015 	Completed - Retired	This action has now been retired	

Work stream 7: Effective Quality Assurance

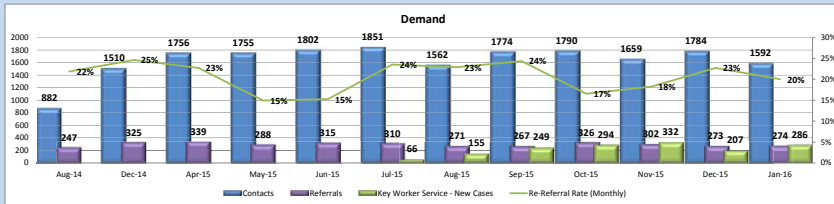
Action / Process			Improvement Targets and Outcomes				Progress at 8th Feb 2016		
Ref	Action	Lead	Start Date	End Date	Performance Measures and Milestones	Key Targets	Progress - Actions	Status	Changes post Sept 2015
7.6	Collation and analysis of Quality Assurance systems across the service, incorporating improvements achieved through good practice and learning to inform future planning and promote improvement	QA Service Manager	01/09/2015	30/04/2016	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.	Service need and team structures have required frequent and ongoing input from QA Practitioners on a monthly basis through the Practice Improvement Practitioners. A full QA review will be completed by April 2016	In progress	1. Lead has changed from 'AD Children's Safeguarding' to 'QA Service Manager' 2. End date has changed from 01/10/2015 to end of April 2016
7.7	Through child's journey it is evident that their views are considered in all aspects of decision making	Safeguarding and Reviewing Service Manager	01/01/2015	01/03/2016	- MyReview will see increased response to completing and evidencing child's views - Audit of care plans and Child Protection Plans evidence the child's voice in decision making (Sep 2015). Milestones: 100% by March 2016	To ensure all plans and social work interventions consider the child's voice and include their views in decision making.	- Consultation for CP and LAC are taking place. MyReview is the new model (replacing ViewPoint) which was introduced for LAC in Aug 2015 and for CP in March 2016 - Track children and young people's participation in LAC Reviews and Child Protection Conferences by end of March 2016 - A thematic audit on the voice of the child is due to take place in Feb 2016	In progress	Lead has changed from 'AD Children's Safeguarding' to 'Safeguarding and Reviewing Service Manager'

STATUS OF ACTIONS for 2015/16		Total	
Completed	In progress	Static	Total
5	2	0	7
71%	29%	0%	

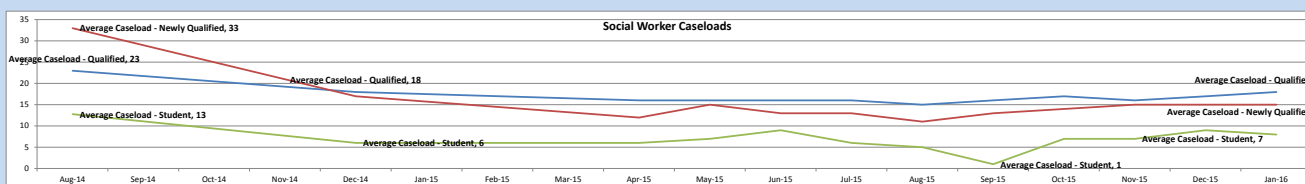
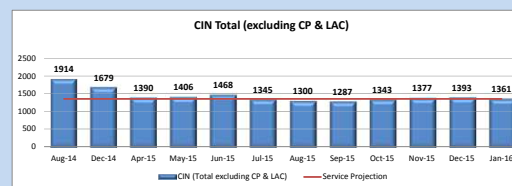
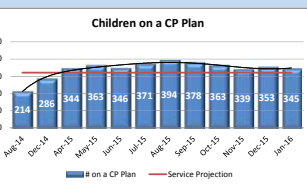
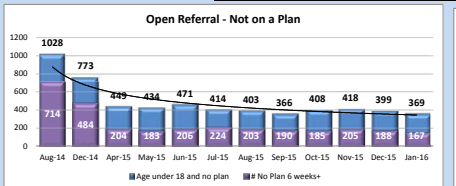
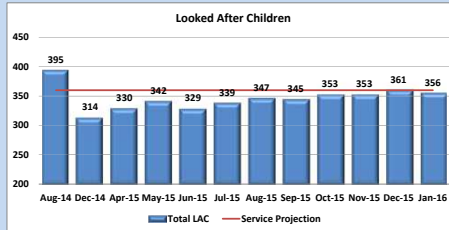
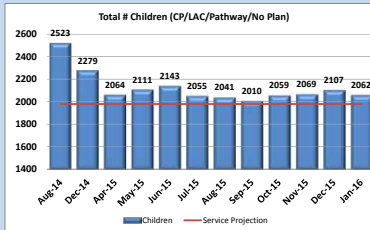
Children and Young Person Service - Dashboard - 1st February 2016

Author: LBH P&I Team: ext. 6906

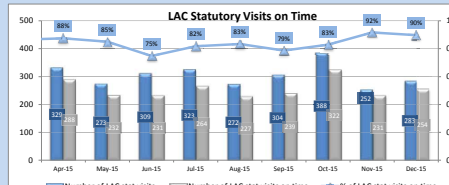
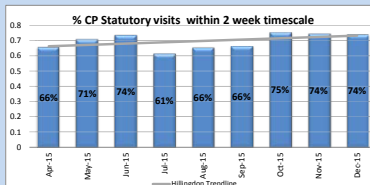
Contacts up but within normal range	Number of Contacts in Dec	1784 (2015/16 avg. 1748)
Referrals at lower end of normal range	Number of referrals in Dec	273 (2015/16 avg. 299)
Key Worker Service - New Cases steadily increasing since July 15 - Note: data only for KWS, not yet collecting whole service metrics - full service reporting expected Q1 16/17	New EIP cases started	286 (2015/16 avg. 54)
Re-referral sharp rise from Oct & Nov lows	Re-referral Rate	20% (2015/16 YTD 20%)



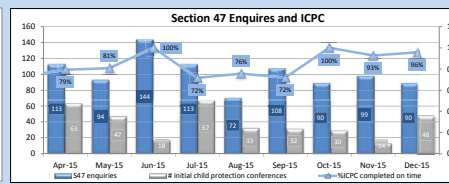
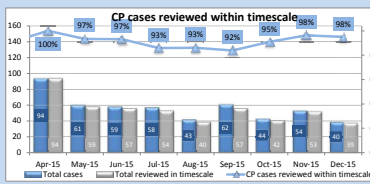
# Children in service remaining stable throughout 2015/16	# Of Children	2011 (2015/16 avg. 2067)
# LAC stable in a stable range since Aug 15	# Of which LAC	356 (2015/16 avg. 345)
# CP, after peaking in Aug 15 CP numbers have been within expected range since Nov 15	# Of which CP	340 (2015/16 avg. 359)
	# CIN	1315
	# Of which CIN Plan	645
	# Of which Pathway	352
	# Of which Open	318
# No Plan 6 weeks + lowest yet recorded	# Of which open 6 weeks+	169



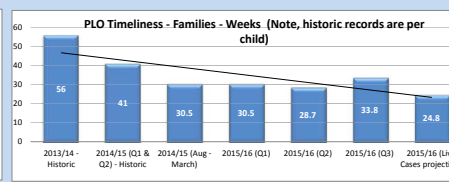
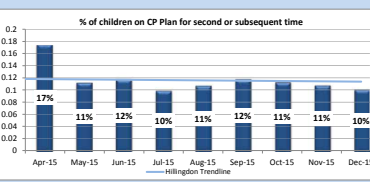
CP Stat Visits 3 months steady at 74% within 2 week timescale	% Completed within Time Dec 2015	74% (2015/16 avg. 70%)
LAC Stat Visits - Nov and Dec remaining high at 90%+ within timescales	% Completed within Time Dec 2015	90% (2015/16 avg. 84%)
CP Visits - All children due a visit have received a visit	# Children due a visit but not visited Dec 2015	0
LAC Visits - All children due a visit have received a visit	# Children due a visit but not visited Dec 2015	0



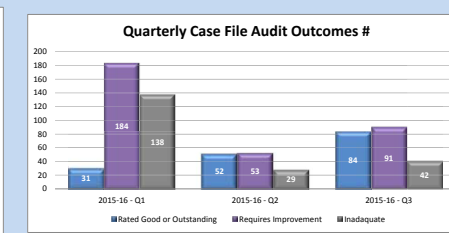
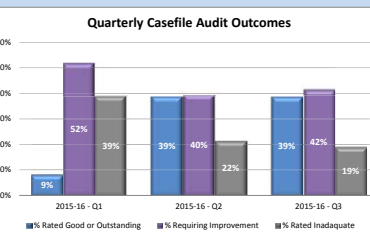
CP Reviews - Reviews completed in Dec at lower end of 2015/16 range	# Completed Dec 2015	40 (2015/16 avg. 57)
CP Reviews - 98% of those completed have been completed in time	% Completed within Time Dec 2015	98% (2015/16 avg. 98%)
547 enquiries for Dec at lower end of 15/16 range	# Enquiries Dec 2015	90 (2015/16 avg. 102)
ICPC - maintaining high performance throughout Q3 15/16	% Completed within Time Dec 2015	96% (2015/16 avg. 83%)



CP Plans - % of children on a plan for the 2nd time is at lower end of 2015/16 range	% on CP plan for 2nd/subsequent time	10% (2015/16 avg. 12%)
PLO timescales increased in Q3 however projections for live cases are below 26 week target.	% Completed within Time Dec 2015	90% (2015/16 avg. 84%)



Casefile Audits - Ratio of casefiles rated good or outstanding has increased from 9% in Q1 to 39% in Quarters 2 & 3.	Q3 15-16 39% Good or Outstanding
	% Rated as inadequate falling from 39% in Q1 to 19% Q3
	Q3 84 Cases rated Good or outstanding up from 31 cases in Q1
	42 cases rated as inadequate down from 138 in Q1



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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

Children, Young People and Learning Policy Overview Committee – 17 February 2016

PART 1 – MEMBERS, PUBLIC AND PRESS

PIP	Practice Improvement Practitioner
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

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
	Local Safeguarding Children's Board Annual Report
	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	Consideration of topics for minor review
	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	Major Review - presentation of draft final report
CR5	Minor Review - Consideration of Scoping Report
	Standards and Quality in Education in Hillingdon 2014/2015
	Budget Proposals Report
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

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

16 Mar 2016 CR5	Minor Review - Witness Session
	Update on previous Major Review of the Committee - Reducing the Risk of Young People Engaging in Criminal Activity and Anti-Social Behaviour
	Update on previous review - Elective Home Education
	Cabinet Forward Plan - Review forthcoming decisions
	Work Programme – Review the work programme for the coming year

13 Apr 2016 CR5	Minor Review - Presentation of Draft Report
	Children and Young People's Service Improvement Plan - 2015/16 Overview
	Quarterly school place planning
	Child Sexual Exploitation Strategy - update on issue of Female Genital Mutilation (FGM)
	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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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 the Cabinet or to the Cabinet Member for decision.
- Or to note the items and decide not to comment.

INFORMATION

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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Upcoming Decisions

Ref Further details

SI = Standard item each month

Cabinet - 18 February 2016

Council Departments: RS = Residents Services SC = Social Care AD = Administration FD = Finance

Ref	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public / Private Decision & reasons
61b	<p>The Council's Budget - Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2016/17 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration. Subject to Cabinet's decision, the budget will then be referred to full Council for approval.</p>	All	25-Feb-16	Cllr Ray Puddifoot MBE & Cllr Jonathan Bianco	FD - Paul Whaymand	Public consultation through the Policy Overview Committee process and statutory consultation with businesses & ratepayers		Public
75	<p>Schools Budget 2016/17</p> <p>Cabinet will be asked to agree the Schools Budget following consultation with the Schools Forum and their recommendation on the budget.</p>	All		Cllr David Simmonds CBE, Cllr Jonathan Bianco & Cllr Ray Puddifoot MBE	RS - Peter Malewicz	Schools Forum		Public
SI	<p>School Capital Programme Update</p> <p>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.</p>	Various		Cllr David Simmonds CBE & Cllr Jonathan Bianco	RS - Jean Palmer OBE / Bobby Finch	Corporate consultees		Public / Private (3)
68b	<p>Proposed changes to the Admissions criteria for Community Schools</p> <p>Following full consultation, Cabinet will consider the responses and consider whether or not to determine a set of new admissions criteria for community schools in Hillingdon to take effect from 1 September 2017.</p>	All		Cllr David Simmonds CBE	RS - Dan Kennedy / Jenny Chalmers	Local schools and wider public consultation		Public
69	<p>Standards and Quality in Education 2014/15</p> <p>The Annual Report to Cabinet containing information on educational performance across the Borough.</p>	All		Cllr David Simmonds CBE	RS - Daniel Kennedy / Steve Buckingham	Children's, Young People & Learning Policy Overview Committee / Department for Education		Public

SI	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			Public
SI	Reports from Policy Overview & Scrutiny	Major Policy Review recommendations for consideration by the Cabinet as and when completed.	TBC		TBC	AD - Democratic Services			Public
SI	Academy Conversions	A standard report to Cabinet to seek approval for the Council granting of long leases to schools who wish to convert to Academy Status.	Various		Cllr Jonathan Bianco	RS - Michael Patterson			Public
Cabinet - 17 March 2016									
SI	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 David Simmonds CBE & Cllr Jonathan Bianco	RS - Jean Palmer OBE / Bobby Finch	Corporate consultees		Public / Private (3)
SI	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			Public
SI	Academy Conversions	A standard report to Cabinet to seek approval for the Council granting of long leases to schools who wish to convert to Academy Status.	Various		Cllr Jonathan Bianco	RS - Michael Patterson			Public
Cabinet - 21 April 2016									
SI	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 David Simmonds CBE & Cllr Jonathan Bianco	RS - Jean Palmer OBE / Bobby Finch	Corporate consultees		Public / Private (3)
SI	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			Public
SI	Academy Conversions	A standard report to Cabinet to seek approval for the Council granting of long leases to schools who wish to convert to Academy Status.	Various		Cllr Jonathan Bianco	RS - Michael Patterson			Public

Cabinet - 19 May 2016

SI	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 David Simmonds CBE & Cllr Jonathan Bianco	RS - Jean Palmer OBE / Bobby Finch	Corporate consultees	Public / Private (3)
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