

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

**Version Control**

Published	March 2015
Updated	July 2015



**HILLINGDON**  
LONDON

[www.hillingdon.gov.uk](http://www.hillingdon.gov.uk)

## Contents

[1. Hillingdon's vision for vulnerable children](#)

[2. Overarching priorities for 2015-16](#)

[3. Work streams](#)

[Work stream 1: Workforce development](#)

[Work stream 2: Improving Triage, MASH and Referrals & Assessment](#)

[Outcomes of the work stream](#)

[Measurement of initial progress \(6 months\)](#)

[Measurements of progress \(12 months\)](#)

[Work stream 3: Improving social work practice within the Children's Social Work Teams](#)

[Outcomes of the work stream](#)

[Measurements of initial progress \(6 months\)](#)

[Measurements of progress \(12 months\)](#)

[Work stream 4: Improving outcomes for Looked After Children & Young People](#)

[Outcomes of the work stream](#)

[Measurement of progress \(6 months\)](#)

[Measurements of progress \(12 months\)](#)

[Work stream 5: Improving the quality of Fostering & Adoption provision](#)

[Outcomes of the work stream](#)

[Measurement of progress \(6 months\)](#)

[Measurements of progress \(12 months\)](#)

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

[Outcomes of the work stream](#)

[Measurement of progress](#)

[Work stream 7: Effective Quality Assurance](#)

[Outcomes of the work stream](#)

[Measurement of progress \(6 months\)](#)

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

[Appendix 2 - Glossary of terms used](#)

# 1. Hillingdon's vision for vulnerable children

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

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

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

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

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

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

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

## 2. Overarching priorities for 2015-16

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

## 3. Work streams

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

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

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

## Work stream 1: Workforce development

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

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

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

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

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

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

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

### **Outcomes of the work stream**

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

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

### **Measurement of initial progress (6 months)**

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

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

## Measurements of progress (12 months)

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

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

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

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

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

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

### **Outcomes of the work stream**

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



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

### **Measurements of initial progress (6 months)**

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

### **Measurements of progress (12 months)**

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

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

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

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

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

### Outcomes of the work stream

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

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

### Measurement of progress (6 months)

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

### Measurements of progress (12 months)

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

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

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

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

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

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

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

### Outcomes of the work stream

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

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

### **Measurement of progress (6 months)**

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

### **Measurements of progress (12 months)**

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

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

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

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

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

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

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

### **Outcomes of the work stream**

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

Effective accountability and management oversight of practice improvement activity.

### **Measurement of progress**

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

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

## Work stream 7: Effective Quality Assurance

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

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



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

## Outcomes of the work stream

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

## Measurement of progress (6 months)

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

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

### **Measurement of progress (12 months)**

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

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

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

See separate action plan.

## Appendix 2 - Glossary of terms used

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

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