

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

**Contact Officer:** Vince Clark  
**Telephone:** 01895 250498

## REASON FOR ITEM

This report aims to provide a summary of the status of the CYPS Service Improvement Plan as of September 2015. 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 our performance measures at 6 months.

## 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

### Children's Social Care Services Improvement Plan

1. In March 2015 the Children's Social Care Services Improvement Plan (SIP) 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. There are 7 work streams which contain performance measures, milestones and key targets for each area of the Service, they are:
  - i. Workforce Development;
  - ii. Improving Triage, MASH and Referrals & Assessment;
  - iii. Improving social work practice within the Children's Social Work Teams;
  - iv. Improving outcomes for Looked After Children & Young People;
  - v. Improving the quality of Fostering & Adoption provision;
  - vi. Embedding new ways of working and improved practice management arrangements; and
  - vii. Effective Quality Assurance.
2. Each work stream has an Action Plan which contains the details of our progress against our performance milestones and targets. The Action Plan is a 'live' document and due to the dynamic nature of the Service the Plan is updated on an ongoing basis. Following the Committee meeting in July 2015, Members requested greater transparency and a clearer audit trail surrounding changes made to the Plan. This request have been accommodated in the Action Plans which are being

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presented today (please refer to **Appendix 3**). The plan is now supported by a dedicated project manager who coordinates the monitoring of the plan and provides an independent challenge to the Service to provide evidence of progress against each of the actions. The Committee will also note that there is now a summary graph which illustrates the number of **COMPLETED, IN PROGRESS** or **STATIC** actions by work stream, for easier and more effective monitoring of actions. The action plan is reviewed and monitored regularly by the Assistant Director, Children's Social Care and by the Director and the senior management team (SMT).

3. To improve the visibility and monitoring of our actions against key targets, the following changes have been made to the Action Plans, they are:
  - The order and titles of columns: "*Performance Measures and Milestones*", "*Key targets*" and "*Progress - Actions*" has changed slightly so that the information between the assigned action and its status i.e. what we are doing and where we are, flows better to tell the story of improvement;
  - The "*Status*" column is new. It contains three options to inform the service and the Committee about whether an action is **COMPLETED, IN PROGRESS** or **STATIC**. A red, amber, green (RAG) rating has been applied for easier identification and more effective and informed monitoring against each action;
  - The "*Changes post July 2016*" column is also new and aims to inform the Committee of any changes that may have taken place since the last Plan was presented to them in July 2015. This column aims to clearly explain the justification and rationale for any changes that may have occurred;
  - At the bottom of each work stream there is now a box which contains a summary of each **COMPLETED, IN PROGRESS** or **STATIC** action (by number and as a percentage of the total actions);
  - Any actions which have been fully **COMPLETED** i.e. where no further progress is required are recorded in the "*Retired Actions*" box. This is applicable for work streams 1, 2, 5 and 6; and
  - Where actions are **STATIC** or in danger of not meeting their deadline these are being pulled into our risk register which are being monitored more closely (by Service Managers and SMT) with mitigating and remedial actions in place to ensure they get back on track.
4. The graph shows that steady progress is being made against all **52** actions in the Plan, with **25** actions **COMPLETED**, **27** actions **IN PROGRESS** and **0** are **STATIC**. We are meeting with Service Managers on a monthly basis to update, challenge and track progress against the Plan on a regular basis.

5. In Quarter 3 we are developing a work stream for the Early Intervention Service which we will present to the Committee at the next quarterly update which is due in February 2016.

### **SIP 6 Month Progress Update**

6. The service has continued to make steady progress from the last period of reporting. Although high percentages of interim staffing are still used, turnover is low and significant progress has been made in the recruitment of permanent Team Managers and Service Managers. A national recruitment process is now underway to recruit permanent social workers into the service over the autumn. The demand and through-put of work into the service has remained relatively high and this has resulted in higher number of children subject to a child protection (CP) plan. However Looked After Children (LAC) numbers have remained relatively stable. All statutory CP and LAC cases are allocated and social workers caseloads have remained stable with an average of 16 per worker. This compares favourably to other London Boroughs and will be a main 'selling point' in our recruitment process.
7. To provide a more detailed overview of the progress each of the 7 work streams in the SIP contains a measurement of progress at 6 months and at 12 months. Attached to this paper is a graph which contains our progress against these measures at 6 months. The graph follows the same principles as the Action Plan i.e. progress is measured against a RAG rating which highlights whether an action is **COMPLETED**, **IN PROGRESS** or **STATIC**. Detailed narrative concerning progress against each outcome can be found in **Appendix 4**.
8. From the graph we can see that out of **57** projected outcomes, **34** are **COMPLETED**, **23** are **IN PROGRESS** and **0** are **STATIC**. Progress against these measures is also discussed with Service Managers and is being scrutinised and tracked on a regular basis. In April 2016, we will report back to the Committee about progress against the 12 month measures.

### **BACKGROUND PAPERS**

1. Graph depicting progress against Children's Social Care Improvement Action Plan 2015/16 (**Appendix 1**).
2. Graph depicting 6 month progress against Children's Social Care Improvement Plan 2015/16 performance measures (**Appendix 2**).
3. Children's Social Care Improvement Action Plan 2015/16 (**Appendix 3**).
4. London Borough of Hillingdon Children's Social Care Improvement Plan 2015/16 (**Appendix 4**).
5. Glossary (**Appendix 5**).