

Work stream 1a: Workforce development

Appendix 4

No	Action	Progress at 28 September 2015	Status
1	Implementation of flatter management structure to offer enhanced support and supervision and provide clearer professional accountability	Completed in July 2015 and has been embedded into the Service	Completed
2	National recruitment campaign for permanent staff	Recruitment has been underway since August 2015, with a national campaign to employ qualified and newly qualified social workers in Sept 2015	Completed
3	Revised social work pathway and offer to ensure Hillingdon is in the top quartile	The new career pathway for targeted posts have been developed and implemented as part of the recruitment programme	Completed
4	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.	CYPS and HR have been working with Penna to develop our website and implement a refined 'front door' approach so that potential applicants feel that they are joining a professional, polished service	Completed
5	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.	Completed and in place	Completed
6	Recruitment process through to delivery to meet the needs of the service in line with the improvement plan.	Completed and in place	Completed
7	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.	An induction programme is in place and several inductions have taken place in the last 6 months as new cohorts of starters arrive. This is ongoing as the recruitment campaign for social workers started in Sept 2015 and further inductions will take place	In progress
8	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.	The induction programme includes a modified and enhanced offer of support to AYSE	Completed
9	Social Work Pathway to be embedded to ensure career structure is supporting individual needs.	Completed in July 2015 and has been embedded into the Service	Completed

STATUS OF ACTIONS

	Completed	In progress	Static	Total
Number	8	4	0	12
Percentage	67%	33%	0%	

Work stream 1b: Workforce development

No	Action	Progress at October 2015	Status
10	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.	Supervision tracker in place which is being used to monitor whether supervisions are taking place on a regular basis. A report is presented to the Service Managers Meeting monthly and any slippage must be explained and remedial action taken to ensure performance does not decline any further	In progress
11	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.	Plans are in place to complete the 6 month PADA review by the end of October 2015. All Senior Managers to ensure that supervising managers have received PADA induction and training within the first two weeks of employment (agency or permanent).	In progress
12	Management development plan to be completed for all managers to support their practice with clear measures of performance incorporated in their development plan / PADA.	Management development training has been commissioned for all managers and will commence in Quarter 4, following successful recruitment of the permanent cohort of Team Managers. All Senior Managers to complete management development plans with their managers.	In progress

No	Action	Progress at 28 September 2015	Status
1	Performance data showing an appropriate level of contacts and consistent conversion rate to referrals into Social Care.	Regular performance data now demonstrates that the Service is coping with demand through the Triage and MASH effectively and consistently. Conversion rates from contacts to referral is averaging at 19% which is within the expected tolerance expected for the Service. This has led to a significant improvement in the number of assessments completed within timescale which currently stands at 97%.	Completed
2	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.	Demand has remained high but the MASH and Referral & Assessment Service (Skylakes) have resulted in consistent numbers being allocated into the Children in Need Service. Further work is required to transfer the Referral & Assessment Service from Skylakes to in-house provision.	Completed
3	Service undertakes regular supervision audits and PADA reviews. (Residual Ofsted action).	Supervision tracker in place which helps monitor regular supervision meetings are taking place. PADA reviews were undertaken in April 2015, six month reviews are due to be completed by end of October 2015.	In progress
4	Contract oversight - Performance Indicators are set and regular meetings are held on risks and issues. Partnership framework is established.	Performance information for the MASH demonstrates that it is working effectively and efficiently. The partnership framework is fully implemented and fortnightly monitoring meetings are held to monitor performance and the quality of work. The partner MASH Board meetings are held regularly and chaired by the Assistant Director Children's Social Care.	Completed
5	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).	Caseloads across the Service have remained below the target average at 16 per qualified social worker. The case loads for RAS and LAC social workers have also remained within the target set. However case loads in the CSWT remain slightly higher and work is underway to reduce these.	Completed

STATUS OF ACTIONS

	Completed	In progress	Static	Total
Number	4	1	0	5
Percentage	80%	20%	0%	

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

Appendix 4

No	Action	Progress at 28 September 2015	Status
1	Skylakes and Hillingdon are able to embed a referral and assessment team that delivers early outcomes.	The Skylakes Referral & Assessment Service (RAS) is fully embedded and functioning efficiently and effectively. The next stage will be to recruit LB Hillingdon staff to bring the RAS service in-house during Quarter 4.	Completed
2	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.	Skylakes provided additional capacity with the provision of a CIN team for a period of 8 weeks. This enabled managers to evaluate cases in more depth and direct closures and stepdowns as required.	Completed
3	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.	A service demand flow map has been completed and used to set resources across the whole service. Appropriate capacity is now available in all teams with contingency reserves used in points of heavy demand such as the Child Protection and Children in Need Teams.	Completed
4	The resource is flexed and aligned with the transitional approach and dependent on recruitment.	All posts have remained filled with interim qualified staff whilst the simplified management structure was implemented. Social worker recruitment campaign is underway in Sept 2015	In progress
5	Private Fostering lead is identified, project group is set up, QA audit of current cases are completed with learning.	A permanent private fostering practitioner is now in post. QA audit to be conducted.	Completed
6	The Parenting Assessment Service staff are brought into the Hillingdon structure, the remit is expanded with the placing of the specialist Mental Health Worker.	A review of the parenting service is underway with staff consultation and will be completed in Quarter 3.	In progress
7	There is an increase in Legal planning meetings, with an increase in families in preproceedings in line with making timely decisions for children.	Legal planning meetings are held weekly and chaired by the Service Manager. There is a marked increase in pre-proceedings cases with decisions made within the child's timescales.	Completed
8	Case transfer panel is established, transfer check list (good practice) is used and cases are transferred at agreed points more consistently.	There is an agreed protocol for case transfer which is adhered to by all the social work teams	Completed
9	Improvement in timeliness of assessments completed.	There has been a significant improvement in the completion of assessments. Performance is currently running at 97% assessments completed within time scale.	Completed
10	A focused improvement project on assessment and chronology.	Work is underway and is being led by the practice mentors to focus on improving the quality of assessments and the recording of chronologies.	In progress
11	Number of complaints will reduce and response time will improve.	Complaints are responded to in the required timescales as evidenced in the recent report from the complaints department	Completed
12	Partners feedback will be sought.	The Assistant Director and Service Managers regularly meet a range of colleagues from key partner agencies including schools, police and health colleagues. A multi-agency audit tool has also been developed with a view to undertaking cross service audits of work in Quarter 3.	Completed
13	Monthly QA audits on cases will have 100% compliance.	Ongoing	In progress
14	Recruitment of first line managers is effective as we reduce 100% current agency staff in management positions to 40% or less.	One permanent team manager commenced within the social work team in August 2015	In progress

STATUS OF ACTIONS

	Completed	In progress	Static	Total
Number	9	5	0	14
Percentage	64%	36%	0%	

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

Appendix 4

No	Action	Progress at 28 September 2015	Status
1	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.	The new team structure has been fully implemented with regular performance meetings taking place. Due to some short-term staffing issues that have now been addressed, there has been a slight drop off in performance against statutory tasks but these will improve as new staff come into the Service during September and October 2015.	In progress
2	Health, education and placement outputs demonstrate good outcomes for LAC.	The Service now works closely with Education colleagues in the Virtual School and this has led to an improvement in the completion of PEPs (see education section in Action Plan). Work is also underway to improve the Health Assessment outputs within the service and this has resulted in improvements in recent months. Both education and health outcomes are on track to be 'good' by the end of March 2016.	In progress
3	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.	The Service has made significant progress in this key area of activity. Performance has continued to improve with cases now being completed in 27 weeks. This is an average which includes legacy cases that have taken longer to complete due to their complexity. Performance across the majority of cases (minus legacy cases) is now under 26 weeks.	Completed
4	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.	The Service has maintained good staffing levels for over 10 months. All Team Manager posts are filled (three permanent and one agency). All key social work posts have been filled and average caseloads remain at 14 cases within the Service.	Completed

STATUS OF ACTIONS

	Completed	In progress	Static	Total
Number	2	2	0	4
Percentage	50%	50%	0%	

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

Appendix 4

No	Action	Progress at 28 September 2015	Status
1	Implementation of the 'managed service project' (provided by Coram & HCL) to allocate all assessment activity as outlined in the project above.	Coram and HCL have completed the work agreed as part of the managed service	Completed
2	Performance data - weekly target to allocate all carer assessments within statutory and good practice guidance.	Data performance meetings take place each month	Completed
3	Re-design the service structure to meet the new service model requirements.	Sufficiency Strategy has been approved and has gone live	Completed
4	Improved permanent placement outcomes for LAC in Hillingdon - improvement in the performance as measured by the national adoption score card.	The catch-up case work activity has now been completed and there are currently no children waiting for a adoptive placement to be identified for them. The permanency monitoring meeting continues to review each new looked after child and oversees the permanency planning to ensure placement options are identified before the placement order is granted	In progress
5	Reduction in the number of children moved further than 20 miles from their home address to a minimum - less than 10% of LAC.	The list of young people placed over 20 miles is reviewed and discussed as part for the Permanency Planning Meeting and budget meetings.	In progress
6	QA framework provides evidence of good quality social work practice on all assessments undertaken by Coram (80% judged good or better and no inadequate).	Completed. The work carried out by Coram was found to be of a good standard. This work was used as an example of good practice for Hillingdon staff. Coram will be doing a lessons learnt session for all Hillingdon staff	Completed

STATUS OF ACTIONS

	Completed	In progress	Static	Total
Number	4	2	0	6
Percentage	67%	33%	0%	

No	Action	Progress at 28 September 2015	Status
1	Simplified practice management structure in place - April 2015.	The new simplified management structure has now been implemented across all teams within Children's Social Care. All team management posts are filled with a combination of interim and permanent post holders. Within the last six months 12 permanent team manager posts have been recruited to. Recruitment is underway to fill the remaining 10 posts.	Completed
2	The average case load across the service remains at or below 18 per qualified social worker (in accordance with service requirements).	The average case load within the Service has remained stable at 16 for qualified social workers for over 6 months.	Completed
3	All social workers receive regular monthly supervision.	With the introduction of the simplified Team Manager structure we are now able to track and monitor 1:1 supervision of social workers for the first time. A supervision tracking system was developed and implemented in June 2015. Some teams are now at 100% supervision for the first time but this is not consistent across all teams. It is expected that all social workers will have regular supervision within the next Quarter.	In progress
4	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.	The QA process is now fully embedded with 100% compliance by all team managers and approximately 90 cases audited each month. The percentage of 'good' cases is rising but slower than we expected this Quarter. At March 2015, 46% judged good or better - milestone achieved Sept 2015 is still ongoing at the time of this report Dedicated training and practice mentoring work is underway to increase the rate of improvement for the next Quarter.	In progress
5	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.	All statutory cases are allocated and most statutory targets are being met. Further work is underway in Quarter 3 to deliver the target outputs across all work. Work in the Public Law Outline is now fully embedded and we are meeting our target outcomes for these cases.	In progress

STATUS OF ACTIONS

	Completed	In progress	Static	Total
Number	2	3	0	5
Percentage	40%	60%	0%	

Work stream 7: Effective Quality Assurance

Appendix 4

No	Action	Progress at 28th September 2015	Status
1	Launch the new QA Framework in April 2015.	Achieved - Framework launched on 1st April 2015	Completed
2	Percentage of work judged good or better - 35% by the end March 2015, 50% by end September 2015.	March 2015, 46% judged good or better - milestone achieved Sept 2015 results are still being compiled	In progress
3	Monthly Quality Assurance findings will drive improvement across the service developing clear action plans that are SMART.	Achieved - action plans are produced following every audit and actions are developed using the SMART framework	Completed
4	CP Conferences and LAC reviews are completed within statutory timescales (95%)	97% CP conferences are completed within statutory timescale NC to check LAC reviews	In progress
5	LSCB responsibility in relation to safeguarding will be evidenced through QA audit and findings each quarter.	By Oct 2015 CSE and DV audits will be conducted, which will give us some assurance. New Board structure to be introduced in Oct 2015	In progress
6	Implement Dispute Resolution Process with appropriate outcomes achieved in relevant timescales that improve outcomes for children and young people.	Achieved - Process introduced in Sept 2015	Completed
7	Implementation of Mid-point Reviews for care plans and child protection plans.	Achieved	Completed
8	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.	MyReview implemented in August. Update in Oct required	In progress
9	IDVA service performance measures will indicate an improved and more targeted service.	Achieved - 3.5 IDVA's appointed, working in Victim Support (full time), MASH (full time), Police Station (full time) and Housing (part time)	Completed
10	Higher rate of FGC referrals and good outcomes to prevent escalation to tier 3 services or becoming looked after.	Report from Daybreak received in Aug 2015. Up to date figures for Sept/Oct to be provided	In progress
11	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.	Reported to the Board in April and going to the Board again later in the year. Update CSE report to POC in Oct 2015. CSE Action Plan reported by the Board and sub-group. Training and QA specifically for the Boards.	In progress

STATUS OF ACTIONS				
	Completed	In progress	Static	Total
Number	5	6	0	11
Percentage	45%	55%	0%	