

12 month progress report against SIP

APPENDIX 3

Work stream 1a: Workforce development

No	Action	Progress at 4th April 2016	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.	Since Jan 2015 100% new workers have been invited. However priority work commitments have impacted on attendance but the number of delegates continues to increase steadily since it was introduced	Completed
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	11	1	0	12
Percentage	92%	8%	0%	

Work stream 1b: Workforce development

No	Action	Progress at 4th April 2016	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 - At Feb 2016 the Service was 100% compliant with the delivery of supervisions.	Completed
11	- 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%	Refer to point 7	Completed
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 (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

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

No	Action	Progress at 4th April 2016	Status
1	Audits and data indicating consistent decision-making from Triage and Mash.	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.	Completed
2	There will be an increase in families stepping down at key points in social care (at contacts, post assessment and during CP / CIN work).	Numbers continue to be consistent and have risen with regard to families referred to Early Intervention support. Ongoing auditing by TM's in social work teams ensure families are stepping down at the earliest and safest point. Data is available which gives clear numbers of families stepping down to the Early Intervention team and this is monitored on a regular basis.	Completed
3	All assessments to be completed within timescales. (Residual Ofsted Action).	97% of assessments completed within timescale. This work is ongoing.	Completed - Ongoing
4	Audits of assessment indicate good quality, child's voice, and leading to quicker and better decision-making. (Residual Ofsted Action).	Review of decision making demonstrates high levels of consistency and threshold management.	Completed
5	CIN families remain in the service for an average of 5 months with the vast majority stepping down to early support.	Within the Referrals and Assessment team, Early Intervention Service are the first option for many families (refer to number 2).	Completed
6	CP families remain in the service for 9-12 months with two thirds stepping down to early support and a third being stepped up.	Ongoing	In progress
7	Pre-proceedings work will be delivered in an average of 12-14 weeks.	Target not achieved. The process for delivering, tracking and monitoring pre-proceedings work is being reviewed by the new Service Manager for LAC. This work will form part of the 2016/17 Service Plan.	In progress

STATUS OF ACTIONS

	Completed	In progress	Static	Total
Number	5	2	0	7
Percentage	71%	29%	0%	

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

No	Action	Progress at 4th April 2016	Status
1	Percentage of work judged good or better : <ul style="list-style-type: none"> <li>● 35% by the end March 2015</li> <li>● 50% by end September 2015</li> <li>● 80% by end March 2016</li> </ul>	- Case audits showing improvement in grading: <ul style="list-style-type: none"> <li>● March 2015 - 46% judged good or better</li> <li>● Sept 2015 - 48% judged good or better</li> <li>● March 2016 - figures being collated at the time of this report</li> </ul>	In progress
2	Private fostering referrals will increase.	Private fostering cases are all allocated to the dedicated private fostering social worker. The location of the post in CYPS is under review. Focus on increased referrals will be carried through to the 2016/17 Service Plan.	In progress
3	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.	Audit of decision-making undertaken and communicated to teams.	Completed
4	Training roll out on assessments.	Completed	Completed
5	All chronologies completed and of good quality.	Chronologies completed and reviewed as part of audit compliance testing.	Completed
6	For families in pre-proceedings we work to a 12-14 week timescale to deliver more timely decisions for children.	Target not achieved. The process for delivering, tracking and monitoring pre-proceedings work is being reviewed by the new Service Manager for LAC. This work will form part of the 2016/17 Service Plan.	In progress
7	The timeliness and quality of assessments improve and this is evidenced by audits, feedback, staff feedback, supervision audits and timely step downs / step-ups.	100% audits completed.	Completed
8	There will be an established mechanism to seek service user feedback, and findings will be part of the learning framework for staff.	Ongoing	In progress

STATUS OF ACTIONS

	Completed	In progress	Static	Total
Number	4	4	0	8
Percentage	50%	50%	0%	

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

No	Action	Progress at 4th April 2016	Status
1	Average caseloads remain within 14-16 cases per qualified social worker.	Caseloads are within the service average which is 14 for CIC teams and 18 for YPS	Completed
2	All LAC cases allocated and children and young people have their statutory requirements met.	All LAC cases are allocated to qualified SW's 100%. 16 & 17 year olds have allocated SW's, but do not have allocated PA's, which is also a statutory duty under the Leaving Care Act, nevertheless, this cohort of YP have consultations where required from PA's.	Completed
3	80% of audits and data indicating good with evidence of consistent decision-making in care planning and timely outcomes within the CIC teams.	Achieved	Completed
4	All Public Law Outline cases will be completed within 26 weeks (unless specified by the Court).	Regular PLO meetings. Average PLO cases is just above 25 weeks (current cases) as of end of Feb 2016	Completed
5	100% of care leavers will have a pathway plan with clear objectives.	58% Care leavers have a Pathway Plan	In progress
6	Performance will be top quartile for EET and housing outcomes.	Shared housing meetings are undertaken addressing suitability of accommodations and YP's challenging behaviours. Work with YOS and Early intervention to address NEET issues. Corporate Parenting manager looking at work schemes for YP. Meetings with the Housing department has concluded that every YP regardless that they have not been living in Hillingdon for 10 years will be eligible to apply for social housing. The Care Leavers Housing Panel is more structured, housing ties are stronger.	In progress
7	80% of audits of care plans indicate good quality, child's voice and leading to quicker and better decision-making.	A thematic audit on the voice of the child took place in Feb 2016. At the time of this update the audit report was being finalised, results to be tabled.	In progress
8	Looked After Children receive good outcomes within 12-18 months (return home, longterm fostering, adoption, SGO, Connected Persons).	Ongoing	In progress
9	All pre-proceedings work will be delivered in an average of 14 weeks.	Target not achieved. The process for delivering, tracking and monitoring pre-proceedings work is being reviewed by the new Service Manager for LAC. This work will form part of the 2016/17 Service Plan.	In progress

STATUS OF ACTIONS				
	Completed	In progress	Static	Total
Number	4	5	0	9
Percentage	44%	56%	0%	

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

No	Action	Progress at 4th April 2016	Status
1	Fully implement the new service model and ensure fully staffed.	Completed	Completed
2	Maintain allocation of all assessments to meet national standards of quality and timeliness - 100% within timescale.	Completed	Completed
3	Audits and data indicating consistently good quality analysis of assessments and timely presentation to Panel (80% good or better and no inadequate judgements).	100% assessments presented to Panel are quality assured by managers. A themed audit of assessments to Panel is scheduled to take place in 2016/17.	Completed
4	Number of in-house foster placements to increase to 110 by April 2016.	Completed	Completed
5	The proportion of IFA placements to be less than 40%.	Currently at 30%	Completed
6	Reduction in the number of children moved further than 20 miles from their home address to minimum - less than 10% of LAC (36).	All placements outside of 20 miles are routinely reviewed and being managed by the HARP.	In progress
7	Looked After Children receive good outcomes within 12-18 months (return home, longterm fostering, adoption, SGO, Connected Persons).	Permanency planning processes are embedded to ensure children placed in shortest timescale possible	Completed

		STATUS OF ACTIONS			
		Completed	In progress	Static	Total
Number		6	1	0	7
Percentage		86%	14%	0%	

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

No	Action	Progress at 4th April 2016	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 requirement's).	The average case load within the Service is currently at 19 for qualified social workers. This is being reviewed on a regular basis.	In progress
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. A supervision tracking system was developed and implemented in June 2015.	Completed
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.  - Case audits showing improvement in grading: ● March 2015 - 46% judged good or better ● Sept 2015 - 48% judged good or better ● March 2016 - figures being collated at the time of this report	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 was completed 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.	Completed

STATUS OF ACTIONS

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

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Work stream 7: Effective Quality Assurance

No	Action	Progress at 4th April 2016	Status
1	Fully embedded QA Framework.	Quality Assurance Framework signed off and launched 1 April 2015 and Audit Programme for 2015/2016 launched on 1 April 2015	Completed
2	Percentage of audit compliance 100%.	100% audit compliance since Jan 2015	Completed
3	80% of audits indicate good quality practice and evidence of the child's voice in all assessments and plans by end of March 2016.	Voice of the child audit has been completed, results to be tabled	Completed - Ongoing
4	80% of all social work judged good or better by end of March 2016.	March 2016 - figures being collated at the time of this report	In progress
5	Structured Review of Performance and Monthly Quality Assurance findings will continue to drive improvement across the service developing clear action plans that are SMART.	- The QA Framework and Audit Programme for 2015/16 has been completed - 100% compliance with monthly audits - PIP activity continues to drive improvement across the Service	Completed - Ongoing
6	Fully embedded Mid-point Review and Dispute Resolution Process.	- 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
7	100% of all CP Conferences and LAC reviews are completed within statutory timescales.	100% of all review CP conferences held within timescale 100% LAC reviews within timescale	Completed
8	100% of CSE cases tracked and all have effective risk assessments and plans recorded.	Completed	Completed

STATUS OF ACTIONS

	Completed	In progress	Static	Total
Number	7	1	0	8
Percentage	88%	13%	0%	