

# Children's Services Improvement Plan 2018-2019



## Foreword

Following the OFSTED Inspection in November 2016 and the subsequent inadequate judgement published in February 2017, the Department for Education issued an improvement notice to South Gloucestershire Council on 13 February 2017. The council subsequently commenced an improvement journey.



This has included a comprehensive improvement plan managed through the weekly operational Integrated Children's Service Senior Leadership Team meeting and a formal improvement board which meets every four weeks and is chaired by an independent chair. Progress is formally reviewed via Ofsted monitoring visits, the third of which happened on 22/23 May 2018.

Whilst progress has been made, it was identified by the second OFSTED monitoring visit held on 31 January and 1 February 2018 that progress was not rapid enough and that senior managers need to do more to develop consistency in social work practice by providing clear practice standards and embed the fundamental improvements required. The published letter (23d February 2018) stated:

“The pace of improvement in South Gloucestershire children's services is too slow...Quality assurance of casework through auditing activity is too variable and does not always identify or address poor practice... While the local authority's detailed action plan sets appropriate priorities and actions, required improvements to practice have not yet been achieved. Senior managers are not yet providing social workers and team managers with sufficiently clear expected practice standards. Fundamental improvements required to provide consistent, safe and effective services for children and families, such as ensuring that all children are visited within timescales that meet their needs, are not yet sufficiently embedded.”

The letter resulting from the third monitoring visit (22/23rd May) is due for publication on 15 June 2018.



It is clear that the Local Authority's Children's Services should be demonstrating at this stage an increasing level of consistency in practice for children and young people in South Gloucestershire. This advice has been evidenced through the service's quality assurance activity including deep dive audits of children and young people's records, by the DfE feedback following their visit in April, feedback from the Improvement Board Chair and Ofsted monitoring visit recommendations.

The service has recently completed the phase one Improvement Plan (Feb 2017 – April 2018) which required the development and implementation of infrastructure, practice guidance and strategic responses to statutory frameworks and interventions, to ensure the platform for good practice was robustly in place.

The focus of work going forward must now be aligned to good, consistent quality practice and outcomes that are supported by robust Practice Challenge and Support, which results in consistently good outcomes for children, young people and their families. The development and increase of good quality assurance activity will be a core activity required to influence practice and deliver service developments going forward.

## What is the plan for?

The Plan for 2018 – 2019 is South Gloucestershire Council's strategic and operational response to the challenges and recommendations made by the Ofsted SIF Nov 2016, subsequent monitoring visits and DfE oversight along the improvement journey to date, in addition to the Improvement Board's oversight and challenge.

The Phase one plan has been completed and any outstanding activities have been carried forward for action and implementation as required.

The local safeguarding children board (LSCB) has also completed the LSCB phase one improvement plan and will be implementing their multi-agency plan for improvement within their 2018/19 Business Plan to be approved at the Board in June 2018.

We will provide our children and young people with the best...



Safe Thriving Achieving and aspiring Ready for the future Transforming services and communities

...in life.

**Appendix 1 outlines the proposed Governance for the plan, including clarity about how the Quality Assurance and Management Information Forum will underpin improvement activity going forward.**

# What we want to achieve



## Top Ten Priorities

<p>1. We will ensure that children and young people are <b>central</b> to all that we do and we will <b>engage</b> them through <b>strengths based</b>, quality practice that results in a consistent approach and good outcomes.</p>	<p>6. We will work together to ensure <b>quality safeguarding</b> activity is undertaken across Integrated Children's Services, all agencies and partners and that those at risk are responded to in a <b>timely</b> way.</p>
<p>2. We will ensure strong, visible leadership is accountable and promoted and role models good practice enabling a culture of <b>high expectations, high support</b> and <b>high challenge</b>, where quality assurance is everyone's responsibility.</p>	<p>7. We will ensure that all children's <b>voices are heard</b> and their <b>lived experiences are understood</b>.</p>
<p>3. We will deliver a culture of individual and <b>shared accountability</b> for identifying and <b>managing risk</b> for children through timely and <b>effective decision making</b> and management oversight.</p>	<p>8. We will deliver <b>opportunities</b> for children and young people to <b>achieve their potential</b> through a corporate parenting culture that makes a positive difference to their lives.</p>
<p>4. We will ensure there is an individual and organisational commitment to <b>continued professional development</b> across Integrated Children's Services, to ensure a highly skilled, knowledgeable workforce is in place who are skilled in critical thinking and evidence based practice.</p>	<p>9. We will communicate our practice improvement journey clearly and work alongside our partners to deliver good outcomes for children and young people.</p>
<p>5. We will deliver and demonstrate improving social work capacity alongside manageable workloads that enable <b>good quality, strengths based practice</b> to be consistently evidenced. This will be supported by a retention and recruitment strategy that secures a <b>stable</b> and <b>permanent</b> workforce going forward.</p>	<p>10. We will ensure our partners and stakeholders are actively engaged in the Integrated Children's Services improvement journey.</p>

Six Improvement Themes have been identified for the phase 2 Improvement Plan

**Quality Strengths Based Practice**

**Strong and Stable Workforce**

**Early Help and Partnerships**

**Child Exploitation and Risk**

**Quality Assurance Activity**

**Children's Voices**  
**Hear me. See me. Am I safe?**

This strategic plan should be considered alongside the Service Area Action Plans being drawn up, to secure the delivery of the improvement activity going forward.

Actions may change dependent on required outcomes, however the commitment to Good Quality Strengths Based Practice and good outcomes for children and young people will be constant.

# 1. Quality strengths based Practice

## What Does this Mean?

All children and young people that are subject to assessment or intervention will experience practice that addresses their risks and needs effectively, is evidenced based, proportionate and delivered by the right service and intervention for them.

## What does this mean for children?

You will be listened to by children’s integrated service professionals who will always prioritise your needs and help you be safe in a timely way.

**1A. Good quality strengths based practice will be underpinned by the securing of the supervision framework ensuring there is ongoing evidence that it provides high support and high challenge that results in timely risk management, decision making and good outcomes evidenced on the record**

Outcomes	Date	Measure of success (How will we know.....)	Progress Report	BRAG
1.A.1 The recently re-launched Supervision Policy will be implemented consistently across the service.	Aug 2018	<ul style="list-style-type: none"> <li>• A range of QA and audit activity will be subject to scrutiny and learning on a monthly basis</li> <li>• Learning will be collated and disseminated through a variety of forums</li> <li>• Practitioners will report through the Annual Health check if the tools they’ve been provided are supporting their practice.</li> <li>• Compliance, timeliness of assessments and decision making will meet the targets as identified in the monthly performance reporting and QA activity.</li> </ul>		
1.A.2 The recently re-launched Core Standards will be implemented consistently across the service.	Aug 2018			
1.A.3 The recently re-launched timeliness and decision making will be implemented consistently across the service.	Aug 2018			
1.A.4 Chronologies and Genograms will inform all decisions	Oct 2018			

<b>1B. Good quality strengths based practice will be developed and supported by the service fully embedding the Signs of Safety practice framework to secure a consistent approach to all assessments and interventions across children’s integrated services. They will effectively manage their presenting risk and needs that result in good outcomes for them.</b>				
<b>Outcomes</b>	<b>Date</b>	<b>Measure of success (How will we know.....)</b>	<b>Progress Report</b>	<b>BRAG</b>
1.B.1 All assessments and interventions inclusive of early help will evidence the application of Signs of Safety practice	Nov 2018	<ul style="list-style-type: none"> <li>• A range of QA and audit activity will be subject to scrutiny and learning on a monthly basis</li> <li>• Deep Dive Audits The % of children’s records where there is evidence of SoS being used will increase.</li> <li>• Deep Dive Audits Quality of Plans will increase.</li> <li>• Deep Dive Audit, The % of good quality plans will increase.</li> <li>• Monthly Dip sampling will evidence increased % of direct work examples on children’s records.</li> <li>• Service Manager monthly supervision dip sample audits will evidence an increasing use of SoS.</li> <li>• QAM QARs and quarterly reporting should demonstrate improvements and greater consistency in SoS practice.</li> <li>• Dip sample auditing by the QAM service of plans will provide evidence of impact. To be reported into the monthly QA and MGT Info Forum.</li> <li>• Dip sample auditing by the QAM service will provide evidence of the impact of their role. To be reported into the monthly QA and MGT Info Forum.</li> <li>• The SoS Board and Quality Assurance sub group will evidence compliance with training and its follow up in supervision.</li> <li>• The SoS work plan will evidence the trajectory of implementation</li> </ul>		

<b>1C. Children's voices and lived experiences will be clearly recorded on their records and influence their care planning and interventions</b>				
<b>Outcomes</b>	<b>Date</b>	<b>Measure of success (How will we know.....)</b>	<b>Progress Report</b>	<b>BRAG</b>
1.C.1 All children's views for assessments, interventions, conference and plans will be clearly recorded and demonstrate how they have influenced the care planning and intervention to date	Aug 2018	<ul style="list-style-type: none"> <li>• Deep dive audits will demonstrate improvements in this performance.</li> <li>• Children's views will be a core element of a range of QA and audit activity on a monthly basis</li> <li>• QAM checklist and monthly dip samples will evidence increased compliance and application to care planning and interventions.</li> <li>• Quarterly QAM report will evidence improvements and evidence of children's voices in practice and plans</li> </ul>		
1.C.2 QAM Service will ensure they offer and record high support and high challenge in all activity and as they undertake the checklist, QARRS and any other required escalation's as a result of their quality assurance activity QAM will work alongside children and young people and ensure that their views are clearly taken into account and recorded.	Jul 2018			
<b>1D. Partnership working is clearly evident when required in children's records</b>				
<b>Outcomes</b>	<b>Date</b>	<b>Measure of success (How will we know.....)</b>	<b>Progress Report</b>	<b>BRAG</b>
1.D.1 All integrated children's service (ICS) professionals will ensure they have included and engaged all relevant professionals that could and should assist with the child and families presenting circumstances.	Aug 2018	<ul style="list-style-type: none"> <li>• A range of QA and audit activity will be subject to scrutiny and learning on a monthly basis</li> <li>• Deep dive activity will demonstrate improvements in performance and become more consistently evidenced in the monthly reports and action plans.</li> <li>• QAM checklist and monthly dip samples will evidence increased compliance and application to care planning and interventions.</li> <li>• LSCB will monitor professional's attendance at statutory and early help forums.</li> <li>• QARs will be raised and responded to timely to address issues</li> <li>• QAM Service will demonstrate examples of where they have written to partners where challenges may be evidenced and the responses received.</li> <li>• Quoracy of meetings will be over 90%</li> </ul>		

1.D.2 All ICS professionals will ensure they demonstrate high support and high challenge: they will escalate with management support if unable to address the issues at operational levels	Dec 2018	<ul style="list-style-type: none"> <li>• A range of QA and audit activity will be subject to scrutiny and learning on a monthly basis</li> <li>• Deep dive activity will demonstrate improvements in performance and become more consistently evidenced in the monthly reports and action plans.</li> </ul>		
1.D.3 QAM Service will ensure required attendance for statutory meetings is secured and challenged as required	Sept 2018	<ul style="list-style-type: none"> <li>• The QAM quarterly report will evidence the status of this outcome</li> </ul>		
<b>1E Timely decision making and risk management is evidenced by High Quality Assessments and Plans being in place.</b>				
<b>Outcomes</b>	<b>Date</b>	<b>Measure of success (How will we know.....)</b>	<b>Progress Report</b>	<b>BRAG</b>
1.E.1 Assessments and Plans show increasingly consistent evidence of: High Quality Strengths based practice e.g. : <ul style="list-style-type: none"> <li>• SoS</li> <li>• Restorative Practice</li> <li>• Contextual Safeguarding</li> <li>• Supervision policy and tools</li> </ul>	Sept 2018  Sept 2018	<ul style="list-style-type: none"> <li>• A range of QA and audit activity will ensure assessments and plans are subject to scrutiny and learning on a monthly basis</li> <li>• Deep dive activity will demonstrate improvements in performance and become more consistently evidenced in the monthly reports and action plans.</li> <li>• QARs will be raised and responded to timely to address issues, as reported in the quarterly report</li> <li>• QAMs will peer audit child protection plans and LAC Plans monthly, outcomes to be reported into the monthly QA and MIF</li> <li>• Monthly independent audits will seek evidence in relation to supervision and report back into the monthly QA and MIF Forum</li> </ul>		
1.E.2 High Quality Plans are in place that are driving forward interventions and securing good outcomes for children and their families.				

## 2.Strong and Stable Workforce

### What Does this Mean?

Children and young people will experience reduced numbers of social workers and practice will be more consistent. The service will become more sustainable and learning will have more impact on improvement

### What does this mean for children?

You will know who to tell when you are worried, You will be listened to by professionals and you are less likely to have a change of worker during the period we are involved with you.

#### 2A. The ASYE Academy will be developed and implemented to secure the workforce of the future.

Outcomes	Date	Measure of success (How will we know.....)	Progress Report	BRAG
2.A.1 The ASYE Academy will be established and able to provide a consistent approach to the career development of ASYEs in the workforce	Sept/Oct 2018	<ul style="list-style-type: none"> <li>• PSW will develop a bi monthly update about implementation and progress of the Academy, to SLT</li> <li>• Annual Academy review report will be presented to SLT will evidence the outcomes achieved including retention and vacancies filled.</li> <li>• Bi - Annual work force development report will integrate ASYE academy and its impact on recruitment and retention factors</li> <li>• Bi - Annual Learning and Development review will integrate ASYE academy and its impact on recruitment and retention factors</li> </ul>		

#### 2B. The Children’s Integrated Services workforce is consulted. The workforce health check is completed annually and feedback and recommendations are escalated to SLT, Directorate and the council.

Outcomes	Date	Measure of success (How will we know.....)	Progress Report	BRAG
2.B.1 The Health Check will be undertaken annually in September with feedback, outcomes and service development action plan secured no later than December every year	Sept 2018 Dec 2018  Rolling on as an annual activity.	<ul style="list-style-type: none"> <li>• We will be able to evidence the impact of the staffs’ contribution to the Health check through actions taken and service development opportunities considered.</li> <li>• This should also contribute to a reduction in staff turnover.</li> <li>• Retention of workers should also increase alongside staff satisfaction and feeling listened to.</li> </ul>		

<b>2C. A robust recruitment strategy will be finalised and launched</b>				
<b>Outcomes</b>	<b>Date</b>	<b>Measure of success (How will we know.....)</b>	<b>Progress Report</b>	<b>BRAG</b>
2.C.1 The recruitment strategy will be secured and rolled out	Go Live Aug 2018	<ul style="list-style-type: none"> <li>• % Reduction in agency staff</li> <li>• % conversion of agency staff to permanent officers</li> <li>• % increase in permanent officers</li> <li>• Longevity of frontline practitioners tenure will increase as evidenced in workforce data going forward</li> <li>• % increase of conversion of permanent officers into management and leadership positions</li> <li>• Increased evidence of compliance and competence of SoS application</li> </ul>		
2.C.2 relentless focus on permanent recruitment will be routinely evidenced				
2.C.3 Permanent recruitment will be timely, effective and successful				
<b>2D. Professional Development Opportunities meet the needs of the workforce to deliver a good quality service</b>				
<b>Outcomes</b>	<b>Date</b>	<b>Measure of success (How will we know.....)</b>	<b>Progress Report</b>	<b>BRAG</b>
2.D.1 An annual training needs analysis continues to be undertaken and will now informed by ongoing assurance activity	Annually (Sept)	<ul style="list-style-type: none"> <li>• The training framework reports annually in relation to its impact and engagement from the service into SLT</li> </ul>		
<b>2E. Critical Thinking and Reflective Practice will be core skills supported in the children's services workforce.</b>				
<b>Outcomes</b>	<b>Date</b>	<b>Measure of success (How will we know.....)</b>	<b>Progress Report</b>	<b>BRAG</b>
2.E.1 All supervisors will ensure they can demonstrate in their supervision records that their supervision discussions and thinking have been influenced by critical thinking and reflective practice. This is evidenced in all children's records, care planning and interventions.	Sept 2018	<ul style="list-style-type: none"> <li>• A range of QA and audit activity will be subject to scrutiny and learning on a monthly basis</li> <li>• Bi monthly service manager dip sampling of supervision records will demonstrate an increasingly compliant and robust application of critical thinking and reflective practice.</li> <li>• Deep dive activity will demonstrate improvements in performance and become more consistently evidenced in the monthly reports and action plans.</li> </ul>		

<b>2F. The Service will establish clarity about its requirements given the increasing numbers of children open to children's social care</b>				
<b>Outcomes</b>	<b>Date</b>	<b>Measure of success (How will we know.....)</b>	<b>Progress Report</b>	<b>BRAG</b>
2.F.1 The DCS, HOS, corporate partners, leaders and members will be clear about the capacity required to deliver consistently good practice and services to the children and young people of South Gloucestershire	Sept/Oct 2018	<ul style="list-style-type: none"> <li>Task will be complete and presented for consideration to SLT for advice and consultation.</li> </ul>		

# 3. Early Help and Partnerships

## What Does this Mean?

Everyone who works and volunteers with children in South Gloucestershire will be focussed on wellbeing and safeguarding, keeping children in the centre of all that they do.

## What does this mean for children?

You will be able to access services that can support and help you when you need them.

**3A. The Early Help Offer will be clearly articulated and communicated out to partners and stake holders, to ensure families are clear about the potential pathway and services that could support them in the community.**

Outcomes	Date	Measure of success (How will we know.....)	Progress Report	BRAG
3.A.1 There will be a clearly articulated Early Help Partnership offer	April 2019	<ul style="list-style-type: none"> <li>The Children, Young People and Families Partnership and the Local Children's Safeguarding Board will have endorsed the revised Early Help Offer</li> </ul>		

**3B. Families will be receiving the right help at the right time**

Outcomes	Date	Measure of success (How will we know.....)	Progress Report	BRAG
3.B.1 Families will be able to access services in a timely manner that can effectively address their needs without the need for escalation into statutory services	Jan 2019	Assurance activity will secure: <ul style="list-style-type: none"> <li>An increase in no's of Early Help Plans</li> <li>An increase in no's of families referred into children's social care where they have accessed early help service previously</li> <li>A reduction in the re referral rate for Children's social care</li> </ul>		

**3C. Step down from social work assessment and/or intervention, to preventative services and/or community based services will be timely and effective**

Outcomes	Date	Measure of success (How will we know.....)	Progress Report	BRAG
3.C.1 Children and their families are only subject to social work intervention for as long as they need to be.	Dec 2018	<ul style="list-style-type: none"> <li>Timeliness of step down will be subject to monthly reporting:</li> <li>Increased numbers of step down will be evidenced</li> <li>Qualitative audit processes will evidence an increasing effectiveness in step down</li> <li>Timely transfers will be evidenced and a reduced number of re referrals should be seen.</li> </ul>		

**3D The Early Help review work stream groups will deliver the framework for intervention going forward, creating a more sustainable and flexible offer to children, young people and their families. The common operating model for early help across the partnership will include the EH Assessment,, common language, information sharing protocols, outcomes measurement tools, workforce development and the Team Around the Family (child/young person) and lead professional model.**

Outcomes	Date	Measure of success (How will we know.....)	Progress Report	BRAG
3.D.1 A Partnership agreed Design operating model (DOM) will be in place	Jan 2019	<ul style="list-style-type: none"> <li>The DOM will be ready for implementation Jan 2019</li> </ul>		

## 4. Child Exploitation and Risk

### What Does this Mean?

This includes all forms of exploitation of children including: Sexual: criminal: cross borders: trafficking: gangs

### What does this mean for children?

You and your parents will have more awareness about exploitation and know who to tell if you are worried. Children will be safer because practitioners are trained, understand and work more effectively together to identify and support children at risk of exploitation.

#### 4A The development and implementation of a multi-agency risk management model/pathway for children at risk of any type of exploitation will be developed

Outcomes	Date	Measure of success (How will we know.....)	Progress Report	BRAG
4.A.1 Management of risk related to exploitation and criminal activity that does not require formal child protection procedures as the intervention, will be subject to a bespoke risk management pathway and intervention	Nov 2018	<ul style="list-style-type: none"> <li>The exploitation and risk management pathway will be agreed by the partnership and implemented within children's services core business.</li> </ul>		

#### 4B The service will be developing and implementing a 5<sup>th</sup> Locality Team with specialist capacity for exploitation work

Outcomes	Date	Measure of success (How will we know.....)	Progress Report	BRAG
4.B.1 A 5 <sup>th</sup> Locality Team will be established with an integral part of the team being focussed on exploitation and criminal activity	Aug 2018	<ul style="list-style-type: none"> <li>The team will be established and allocations will be complaint with their specialist remit of exploitation.</li> <li>SM monthly highlight report should include updates and evidence, including challenges or blockers to SLT.</li> <li>LSCB will be cited and a multi-agency group established to secure the pathway for March 2019 full implementation</li> <li>CSE/Exploitation auditing activity will evidence increasingly improving practice</li> </ul>		

**4C The use of SERAFs, their, effectiveness, quality, consistency and impact on practice will continue to be monitored internally by children’s services and the partners through the LSCB CSE and missing group**

<b>Outcomes</b>	<b>Date</b>	<b>Measure of success (How will we know.....)</b>	<b>Progress Report</b>	<b>BRAG</b>
4.C.1 The quality of SERAFS will become increasingly consistent and of good quality, resulting in positive outcomes for children	Sept 2018	<ul style="list-style-type: none"> <li>• A range of QA and audit activity will be subject to scrutiny and learning on a monthly basis</li> </ul>		
4.C.2 The partnership use of SERAF will continue to be monitored through the LSCB multi agency CSE and missing group	Sept 2018	<ul style="list-style-type: none"> <li>• A range of QA and audit activity will be subject to scrutiny and learning on a monthly basis, including multi agency work managed through the LSCB.</li> </ul>		
4.C.3 Children services use of SERAF will contribute to early identification and mitigation against risk.	Sept 2018	<ul style="list-style-type: none"> <li>• A range of QA and audit activity will be subject to scrutiny and learning on a monthly basis</li> </ul>		

**4D Assurance activity will continue through regular audit opportunities being implemented and learning cascaded to the frontline.**

<b>Outcomes</b>	<b>Date</b>	<b>Measure of success (How will we know.....)</b>	<b>Progress Report</b>	<b>BRAG</b>
4.D.1 Audit activity for CSE and Missing will be embedded into practice and evidenced through SLT, LSCB and annual audit plans.	Sept 2018	<ul style="list-style-type: none"> <li>• Core deep dive activity will demonstrate improvements in performance and become more consistently evidenced in the monthly reports and action plans.</li> <li>• LCSB QA Audit reports will demonstrate improvements and increasing consistency in practice</li> <li>• CSW/TM weekly/fortnightly oversight reports will be reported into the QA and MIF Forum as summaries.</li> </ul>		

## 5. Quality Assurance Activity

### What Does this Mean?

This means we will be challenging ourselves to provide a good service all the time and notice if things should change to make the experience for children and young people timely, safe and effective.

### What does this mean for children?

The service you experience when involved with children's integrated service will be a good one and will be open to challenge and check itself for improvements that could be made and make them quickly for you.

### 5.A monthly Quality Assurance and Management Information Forum will be established

\*Please see appendices to this plan which outlines how this meeting will be delivered and the outcomes it is seeking to achieve.

\*The analysis of all available intelligence will enable a sustainable evidence based approach to respond to challenges, manage change and respond to needs more flexibly in the future.

Outcomes	Date	Measure of success (How will we know.....)	Progress Report	BRAG
5.A.1 A monthly Quality Assurance and Management Information Meeting will be in place as described in the overview document	Monthly from July/Aug 2018	<ul style="list-style-type: none"> <li>Reporting into Improvement Board: What do we know about our practice, how do we know and what are our next steps for resolution.</li> <li>SMs monthly highlight reports will evidence levels of ongoing challenges and successes</li> <li>Reported assurance activity and outcomes will evidence improvement challenges, how they are being addressed and trajectory of improvement journey inclusive of audits.</li> </ul>		

### 5.B High Quality Performance information will enable closer scrutiny and challenge of service areas.

Outcomes	Date	Measure of success (How will we know.....)	Progress report	BRAG
5.B.2 Performance information will continue to be sustainable and challenged.	June 2018	<ul style="list-style-type: none"> <li>Performance data and analysis will continue to demonstrate quantitative achievements and evidence the challenges requiring attention</li> </ul>		

<b>5.C The children's services audit methodology will underpin the service learnings opportunities and the continuous improvement journey</b>				
<b>Outcomes</b>	<b>Date</b>	<b>Measure of success (How will we know.....)</b>	<b>Progress Report</b>	<b>BRAG</b>
5.C.1 Audits, quality assurance activity and its outcomes will increasingly support and evidence a continuous learning cycle and influence the development of consistently good practice	Aug 2018	Reported assurance activity and outcomes will evidence: <ul style="list-style-type: none"> <li>• Improvement challenges being addressed</li> <li>• How they are being addressed</li> <li>• Trajectory of the improvement journey in core practice areas</li> <li>• Evidence of actions taken to address challenges identified</li> </ul>		
<b>5.D The IRO/CP Chair team will offer high expectations, high support and high challenge in their QA of plans and interventions and will robustly raise QARs and follow them through to resolution and record this on CYP records</b>				
<b>Outcomes</b>	<b>Date</b>	<b>Measure of success (How will we know.....)</b>	<b>Progress Report</b>	<b>BRAG</b>
5.D.1 Children's records will demonstrate the impact of QAMs on children's care planning and interventions	July 2018	<ul style="list-style-type: none"> <li>• Quarterly QAM service reporting will evidence good practice examples and the outcomes achieved as a result</li> <li>• Number of QARs and their outcomes are reported quarterly, positive influence on care planning and interventions should be evidenced.</li> <li>• Deep Dive audits will demonstrate a higher % of good plans seen</li> <li>• Dip sampling of plans will evidence a higher % of good plans</li> <li>• Outcomes of QARs are reported quarterly and lessons will be challenged in the QA and MIF monthly</li> </ul>		
<b>5.E Learning from compliments, complaints and service user feedback will inform practice developments</b>				
<b>Outcomes</b>	<b>Date</b>	<b>Measure of success (How will we know.....)</b>	<b>Progress Report</b>	<b>BRAG</b>
5.E.1 There will be evidence that service user information has influenced service developments and improvements	Dec 2018	<ul style="list-style-type: none"> <li>• There will be a reduction in complaints and timeliness of response to them.</li> <li>• SMs will identify in their highlight reports where service user feedback has supported service developments</li> <li>• Specific audit activity could be implemented to address specific issues raised and offer assurance.</li> </ul>		

## 6. Children's Voices See me.... Hear me.... Am I safe ...?

### What Does this Mean?

We will make sure children are central to the work we do. We will find ways to listen better to what children say, and to include children in our plans and decisions with them.

### What does this mean for children?

You will be asked to tell us what is important to you about being safe. You will be listened to and your views included in the work we do.

### 6.A We will ensure that children and young people are central to all that we do.

Outcomes	Date	Measure of success (How will we know.....)	Progress Report	BRAG
6.A.1 Children's records will clearly evidence through the recording and direct work undertaken that their wishes, feelings, views and lived experience are clearly understood.	Aug 2018	<ul style="list-style-type: none"> <li>Assurance activity will evidence improvements in % where this evidence has been seen.</li> </ul>		

### 6.B We will respond effectively to children and young people's complaints, compliments and feedback ensuring they know what influence this has had on their plans and interventions.

Outcomes	Date	Measure of success (How will we know.....)	Progress Report	BRAG
6.B.1 Increasing number of Children and Young People will report that they feel listened to, understand why we are involved and are clear about what the plans are for their care or interventions	Sept 2018	<ul style="list-style-type: none"> <li>Complaints quarterly reports will provide evidence about levels of satisfaction</li> <li>Deep Dive audits will show a % increase in children and young people's satisfaction</li> <li>QAR quarterly report should evidence increasing satisfaction reported by children and young people</li> </ul>		

<b>6.C We will ensure that Looked After Children are proactively engaged through the participation team and demonstrate how they have influenced the services development.</b>				
<b>Outcomes</b>	<b>Date</b>	<b>Measure of success (How will we know.....)</b>	<b>Progress Report</b>	<b>BRAG</b>
6.C.1 All Children in Care will have the opportunity to be consulted about their individual plans and make recommendations for how the service could and should be improved	Sept 2018	<ul style="list-style-type: none"> <li>• Complaints, compliments and feedback quarterly reports</li> <li>• QARR quarterly report will reflect outcomes of consultation with children and young people</li> <li>• A range of audit activity will provide evidence</li> </ul>		
6.C.2 We will support the Teen Care Council & Experienced Panel in Care (TTC & EPIC) to represent a greater and more diverse range of views and experienced of children and young people in care and care leavers	Sept 2018	<p>Increased numbers of children and young people are recorded as being engaged in activities and feedback.</p> <ul style="list-style-type: none"> <li>• Corporate Parenting Panel</li> <li>• Care Council Activity</li> <li>• Consultation activity</li> </ul>		
6.C.3 We will publish the Care Leavers Local Offer	Sept 2018	<ul style="list-style-type: none"> <li>• Offer will be on line</li> </ul>		
We will support EPIC & TTI to train and develop more young people to be involved in recruitment and training of the children's workforce	Quarterly	<ul style="list-style-type: none"> <li>• Quarterly reporting will evidence numbers involved and outcomes achieved.</li> </ul>		

## Appendix 1

### Governance of the Plan (proposal)

The plan will be subject to scrutiny and challenge by the monthly Improvement Board, chaired independently and attended by the Chief Executive, Lead Member for children's services and the DFE. All responsible service leads will be attending and presenting highlight reports to update and assure that activity has been successful and evidence any exceptions or ongoing challenges and how they are to be addressed.

The LSCB Business Plan is incorporating their improvements required and will be reviewed 6 monthly at the Board itself and through the Improvement Board process.

A monthly **Quality Practice Forum (QPF)** is to be implemented from July 2018, to begin the building of a continuous improvement learning system that demonstrates positive impact on the organisations ability to learn from intelligence, data and assurance activity as demonstrated by robust action to secure improved outcomes for children and young people in South Gloucestershire.

Integrated Children's Services Senior Leadership Team (ICS SLT) will provide challenge and support to the issues and respond flexibly to change or challenge required to resolve issues.

The quality assurance framework should provide a clear structure, which ensures that practice is thoroughly explored and analysed through the routine oversight of case work, a robust cycle of independent and in- house case auditing, learning from complaints and consultation, and detailed scrutiny by the independent reviewing officer. Learning is translated into whole- service change through the service improvement plan (Ofsted, City of London 2016)

## Membership will include:

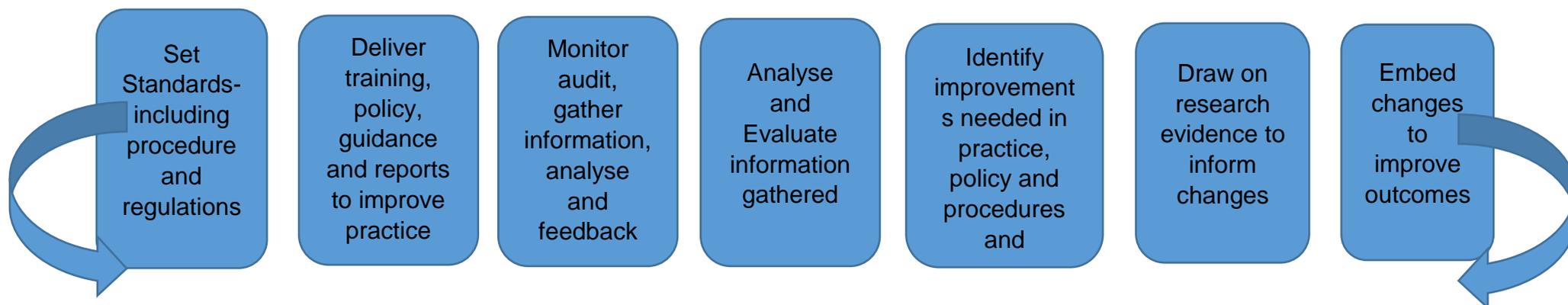
- Strategic Improvement Lead (Chair)
- Operational Service Managers
- Strategic Lead for Safeguarding
- Operational Team Managers
- Senior Quality Assurance Manager (IRO/CP Chairs)
- Performance officers/quantitative data
- Complaints and compliments feedback and lessons learnt
- Audit outcomes and learning
- Participation feedback
- Qualitative assurance activity outcomes
- Practice models and implementation updates (Signs of Safety)

The forum will provide an **accountable setting** where the following issues will be addressed through **high support** and **high challenge** conversations and out puts resulting in necessary activity to support the improvement journey and create a working environment where children's integrated services practitioners can thrive, delivering and achieving good outcomes for children and their families in South Gloucestershire by driving timely and proportionate interventions, appropriate support and challenge and effective multi agency working.

The forum will provide the assurance setting for the organisation and become a sustainable framework for practice challenge and support going forward.

It will result in improved outcomes from children through an embedded learning and improvement cycle to be implemented going forward.

### Core elements of the cycle included are:



We will consider all areas of assurance activity and performance, as an effective model will identify both “what is working well and why” and what we need to do better.

A Strategic focus on the consistency of **Practice, Practice, and Practice will be driven through this forum and challenge questions will include:**

**What do we know about the quality and impact of practice?**

- Practice model, expectations, standards, policy, procedure and working environment

**How do we know it?**

- Governance, assurance and evidence, quality assurance, performance data and service user feedback

**What are we doing to maintain or improve performance?**

- Manageable caseloads, direct work opportunities, relationship building, partnerships, management oversight, challenge and support

**We will be doing more:**

- Triangulation of information using different methods
- Having conversations
- Learning from good practice
- Free form narrative in audits
- Bespoke formats depending on the issue or the question/s
- Crafting a practice story from considering a number of indicators
- Testing our changes through assurance activity
- Following up and Following through

**Key sources of information to secure a whole system approach to quality assurance and performance management to be presented and scrutinised at the Forum will include:**

Case audits	Practice Observations
Learning from complaints and compliments	Feedback from partner agencies
Voice of the children, young people and their families	Feedback from frontline practitioners
Self-evaluation and peer challenge	Learning from SCRs
Performance and data reports	Appreciative inquiry

- Reporting into **ICS SLT** our findings and recommendations for scrutiny and agreements, which can then be escalated into the **Improvement Board** for oversight and challenge as required.

**Document Key:**

**ICS** Integrated Children’s Services

**SLT** Senior Leadership Team

**HOS** Head of Service

**SM** Service Manager

**TM** Team Manager

**PMs** Practice Managers

**SW** Social Worker

**QAM** Quality Assurance Manager

**QARR** Quality Assurance Resolution Record

**QPF** Quality Practice Forum