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HEALTH, CARE AND HOUSING SCRUTINY COMMITTEE Monday, 4th February, 2019

The use of Welsh by participants is welcomed. If you wish to use Welsh please inform us by noon, two working days before the meeting

S U P P L E M E N T A R Y P A C K

1.	CHILDREN'S SERVICES IMPROVEMENT PLAN
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To consider the Children's Services Improvement Plan.
(Pages 3 - 36)

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Powys County Council

Children's Services Improvement Plan

December 2018 to March 2021

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“Working together to ensure that Powys children and young people are safe, healthy, and fulfilled and have their voices heard, valued and acted upon.”

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- 4. Commissioning and Placements**
- 5. Independent Reviewing, Quality Assurance and Complaints**
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Eligibility criteria (thresholds) and early help

Outcome	CIW Report Ref	Action Ref	Action	Responsible Lead	Timescale	Strategy \ Plan	Measure of Success
The offer of a range of early help services co-ordinated through a multi-agency early help hub	1.3 3.5 4.5 4.7 5.4 5.5	1.	Refocus the work of Start Well to work with partners to develop a multi-agency early help hub	Jan Coles	December 2018	Closer to Home	Renewed Start Well work programme including multi agency early help hub on the work programme
	1.3 3.5	2.	Implement a multi-agency early help hub	Kellie Wood	April 2020		Early Help Hub in place No of children being supported at early help increased No of assessment closed with outcome of NFA reduced
	1.3 3.5	3.	Strengthen step up and step down arrangements	Kellie Wood	April 2019		Clear process and procedure in place
Effective multi agency strategy meetings taking place as established practice	4.4 4.5	4.	Implement a multi-agency strategy meeting process in the north of the county	Kellie Wood	December 2018		Increased number of multi-agency strategy meetings
	4.4 4.5	5.	Implement a multi-agency strategy meeting process in the south of the county	Kellie Wood	February 2019		

	4.4 4.5	6.	Evaluate the effectiveness of the strategy meeting process and escalate any issues with effectiveness through PLOG	Sharon Powell	May 2019		Audits demonstrate Evidence of partnership working in the strategy meeting process.
	4.5	7.	Monthly analysis of all assessments undertaken by the assessment teams, where the outcome is for no further action	Kellie Wood	December 2018		Decrease in % assessment closed with NFA
		8.	Identify learning from analysis undertaken and use to influence service at front door to reduce the numbers of families allocated to statutory services and increase the numbers referred to Early Help				Decrease in the % of assessments undertaken with an outcome of NFA Increase in the No of children being supported at early help.

Partnership

Outcome	CIW Report Ref	Action Ref	Action	Responsible Lead	Timescale	Strategy \ Plan	Measure of Success
Shared understanding of threshold across partners so as to take a consistent and appropriate response to risk	1.2 3.5 4.5	9.	Multi agency training with partners on the Social Services and Well Being (Wales) Act (SSWBA)	Jan Coles	March 2019	Training Plan	Joint training on SSWBA taking place and included on forward training plans
Effective early help services which are understood and trusted by frontline staff and multi-agency partners (Recommendation 18)	1.3 2.3 3.2 3.3 3.5 3.7 3.8 3.9	10.	Implement Children’s Services Restructure to include the redesigned early help hub	Jan Coles	April 2019	Closer to Home	<p>Increase in the No of children being supported at early help.</p> <p>Engagement and involvement from partners at weekly early help allocations.</p> <p>An increase in the number of referrals to children service for early help.</p>
	1.3 3.5 4.7	11.	Redesign of the early help offer expanding use of community assets	Kellie Wood	December 2018		Increase in the % of referrals with an outcome of signposting to community services

Effective safeguarding arrangements in place with partners	1.2 3.5	12.	Quarterly analysis of referrals to PPD to be considered at SMT before sharing with PLOG	Kellie Wood	March 2019		Agenda and Minutes of SMT show regular consideration of analysis Audits demonstrate evidence of effective safeguarding practice
	1.2 3.5	13.	Utilise (PLOG) Local Audit Group to review with partners the analysis of referrals.	Sharon Powell	March 2019		Agenda and Minutes of PLOG show regular consideration of analysis
	1.2 3.5	14.	6 monthly standing agenda Item at PLOG to consider any professional difference escalations	Jan Coles	April 2019		Agenda and Minutes of PLOG show regular consideration of use of professional difference protocol
	1.2	15.	Feed learning into the Regional Safeguarding Board.	Sharon Powell	April 2019		Agenda and Minutes from RSB demonstrate consideration of learning from audits in Powys
	1.2	16.	Review of CP foras to include a regular slot for PPD to promote greater understanding of the work of PPD and improve links with partners.	Sharon Powell	April 2019		Evaluation forms from partners attending the CP fora show greater understanding of PPD and safeguarding arrangements
Improved partnership working at the strategic level	5.4 5.5	17.	Head of Children Services to provide Strategic Leadership at Start Well Board	Jan Coles	February 2019		Head of Service attends Start Well Board as co – Chair

Good Core Social Work Practice

Outcome	CIW Report Ref	Action Ref	Action	Responsible Lead	Timescale	Strategy \ Plan	Measure of Success
<p>Good quality assessments which take into account:</p> <ul style="list-style-type: none"> the child's previous history the impact of exposure to parental behaviour such as domestic abuse <p>and which:</p> <ul style="list-style-type: none"> identify the needs of individual children even where sibling groups are being assessed include a clear analysis of risk <p>identify where swift action is required</p> <p>(Recommendation 11)</p>	2.3	18.	Implementation of Children's Services restructure, formalising the Assessment Team arrangements	Jan Coles	May 2019	Children's Services Workforce Strategy	Restructure has been implemented
Electronic case management system which enables social workers to gain an overview of events.	2.3 3.3 3.4 4.2 4.2 4.6	19.	"What good looks like" training for all locality teams	Lisa Reid	February 2019	Practice Standards	Staff have attended what good looks like training

	2.3 3.3 3.4	20.	More effective use of chronologies as an important tool to inform best practice: <ul style="list-style-type: none"> • included as part of QA audits • included at all key milestones within the child's journey e.g. resource panel, CSE multi agency strategy meetings, case conferences, etc. 	Sharon Powell	March 2019	QA Framework	Audits will demonstrate increased use of chronologies
Early identification and sufficient consideration and action to reduce the impact of Domestic Violence	2.3	21.	Revise contract and commissioning arrangements for Domestic Abuse to include training, consultation for staff and involvement in early help allocation meetings and multi-agency strategy meetings and increased interventions at an early stage	John Morgan	August 2019	Joint Commissioning Strategy for Domestic Abuse in Powys	Increase in DA providers attending strategy meetings Increase number of DA consultations
	2.3	22.	Strengthened front door arrangements with improved multi-agency working to enable early identification of domestic abuse and other key risk factors	Kellie Wood	May 2019	Joint Commissioning Strategy for Domestic Abuse in Powys	
	2.3	23.	System improvements to ensure risk factors such as domestic abuse can be reported on	Kellie Wood	April 2019	Joint Commissioning Strategy for Domestic	System can report number of referrals by risk factor

						Abuse in Powys	
	2.3	24.	Identify and implement a Domestic Abuse risk tool to be adopted in line with the regional strategy	Kellie Wood	August 2019	Joint Commissioning Strategy for Domestic Abuse in Powys	DA risk tool in use as business as usual
	2.3	25.	All staff to be training in the use of the identified DA risk tool	Kellie Wood	August 2019	Joint Commissioning Strategy for Domestic Abuse in Powys	All staff trained
People Assessments which clearly identify the social worker has engaged directly with children and young people to obtain an understanding of their wishes and feelings and that these views are plainly recorded and taken into account in the identification of care and support needs.	2.4	26.	Stop the use of the <i>What Matters booklet</i>	Jan Coles	December 2019	Participation Strategy	
	2.4	27.	Appointment of Participation and Engagement Officer	Jan Coles	April 2019	Participation Strategy	Participation and Engagement Officer in Post
Assessments which have a good analysis of the strengths and needs of children, young people and their families which is used to inform the identification of care and support needs.	2.4	28.	Training for staff to increase the inclusion of the voice of the child meaningfully within assessments	Lisa Reid	February 2019	Participation Strategy	Audits demonstrate that assessments evidence the wishes and feelings of the child

	2.4	29.	Quality Assurance process to incorporate the review of the inclusion of the voice of the child within files	Sharon Powell	April 2019	Participation Strategy Quality Assurance Framework	QA Framework reviewed and includes evidence of the voice of the child
Re-assessment of children's care and support needs when circumstances changes. (Recommendation 14)	2.4	30.	What good looks like training for staff to improve analysis of strengths and needs within assessments	Lisa Reid	February 2019	Children's Services Practice Standards	Audits demonstrates analysis of strengths and needs within assessment
	2.4	31.	Quality Assurance process to incorporate the review of a robust analysis of strengths and needs within assessments	Sharon Powell	April 2019	Quality Assurance Framework	QA Framework reviewed and includes evidence strengths and needs within assessment
Robust management oversight of assessments which ensures consistently good quality as well as timeliness. (Recommendation 2) (Recommendation 14)	2.5 3.7	32.	Training for managers on management oversight provided as part of the <i>What Good Looks Like</i> training	Lisa Reid	February 2019	Children's Services Practice Standards	Staff have attended what good looks like training
	2.5	33.	Development of guidance notes on management oversight for team managers to compliment the training	Sharon Powell	February 2019	Children's Services Practice Standards	Guidance notes have been provided to all managers Guidance notes part of Manager induction
	2.5	34.	System improvements to ensure that management oversight is properly recorded at key stages	Lisa Reid	May 2019	Children's Services	Clear recording process and procedures for recording management oversight

			and can be easily seen within the file			Practice Standards	Auditors can clearly identify management oversight on child's files
	2.5	35.	Staff guided by managers to establish as standard practice that timings for assessments factor in time to enable adequate time for manager review and sign off	Lisa Reid\Kellie Wood	January 2019	Children's Services Practice Standards	Assessments are completed within timescale Audits demonstrate management review and sign off of assessments
	2.5	36.	Quality Assurance process to incorporate the review of outcome focussed planning rather than task focussed plans	Sharon Powell	May 2019	Quality Assurance Framework	Audits demonstrate evidence of outcome focussed planning on the child's file
Plans which: clearly identify the outcomes that children, young people and their families wish to achieve <ul style="list-style-type: none"> specify what the measurement of success will be set the timescales for actions directly reflect the findings of the assessment are not task focussed	3.2 3.3	37.	Implementation of new Children's Services structure to strengthen direct work undertaken with families	Jan Coles	April 2019	Children's Services Workforce Strategy	Manageable caseloads across the service Reduction in number of repeat referrals Audits demonstrate evidence of outcome focussed planning on the child's file
Practice in relation to case conferences which:	2.4 3.2 3.7	38.	Implementation of Signs of Safety as the model of social work practice in Powys	Sharon Powell	March 2021	Signs of Safety Implementation Plan	Infrastructure such as forms and systems support SOS as the model of practice

<ul style="list-style-type: none"> Includes arrangements for the family to receive the report in advance of conference Ensures conferences are not cancelled at short notice Enables parents to clearly understand what outcome is required and what change is to be achieved (4.6) 	3.15 4.2 4.6						<p>All staff are training in SOS</p> <p>CP conferences are conducted using SOS</p> <p>Feedback forms from children, young people, families and partners confirm that good practice around conference is in place</p>
	3.2 3.7 3.15 4.2 4.6	39.	Further training rolled out to all practitioners on Signs of Safety in line with the Signs of Safety implementation plan	Sharon Powell	November 2019	Signs of Safety Implementation Plan	As above
	2.3	40.	Redesign of the referral and assessment document in line with Signs of Safety and to capture key risk factors such as domestic abuse, child sexual exploitation, etc.	Sharon Powell	July 2019	Signs of Safety Implementation Plan	As above
	3.2	41.	Revision of all forms to facilitate the full implementation of Signs of Safety	Sharon Powell	December 2019	Signs of Safety Implementation Plan	As above
	5.7	42.	Signs of Safety development group with other local authorities	Sharon Powell	April 2019	Signs of Safety Implementation Plan	Development group is in place and Powys attends

	3.2	43.	Review and agree a distance travelled tool to enable the views of children, young people and their families to be properly understood in relation to the impact of intervention	Kellie Wood	November 2019		Distance travelled tool is in place Staff are trained in the use of DT tool Audits evidence the use of the DT tool
	3.2	44.	Implement distance travelled tool	Kellie Wood	March 2020		As above
		45.	Report on outcomes for Children and Young people as a result of the implementation of the distance travelled tool	Kellie Wood	March 2020		Performance monitoring includes consideration of outcomes for children
Legal planning meetings consistently recorded on the child's file in a place which is easy to find	3.4	46.	Senior Managers to record all decisions made about children on the child's file with the rationale.	Jan Coles	March 2019	Children's Services Practice Standards	Audits show that SM decisions are clearly recorded on the child's file
Confident and decisive action which does not miss opportunities for effective intervention due to drift and delay between decisions and action	3.7 4.2 4.6	47.	Implementation of Practice Standards across the service following implementation of new structure	Sharon Powell	September 2019	Children's Services Practice Standards	Practice standards in place Workforce trained in Practice standard Practice standards are included within induction
Excellent services to Care Leavers in line with good practice	3.10	48.	Embed the newly formed Leaving Care Team	Cath Hogan	February 2019		Leaving care team in place

	3.10	49.	Implement the Care Leavers Action Plan which underpins the Care Leavers chapter within the Children Looked After Strategic Framework	Cath Hogan	Sept 2019	Care Leavers Strategy	
	3.10	50.	Develop a group for care leavers to listen to their views. This will enable regular direct communication with the Head of Children's Services and help shape future service direction	Cath Hogan	February 2019	Care Leavers Strategy	Care leavers' forum re-established Regular meetings facilitated Regular meetings taking place between forum and HOS
Effective early interventions and support to reduce the likelihood of late crisis resulting in placements or placement moves (Recommendation 18)	3.15 4.3	51.	Develop SMT and OMT so that they shift the culture within the workforce to be more creative and responsive when working with families; working with families not doing to families	Jan Coles	June 2019	Children's Services Workforce Strategy	Increased number of children discussed at resource panel Audits evidence de-escalation and effective risk management Increased number of children at edge of care, not entering care following intervention Audits evidence co-production of plans in child's file
	3.15	52.	Establish posts within the restructure which will ensure risk is more effectively managed including in relation to CSE	Jan Coles	June 2019	Children's Services Workforce Strategy	Restructure is implemented

<p>Children and young people who are placed will have what they are entitled to. There will be:</p> <ul style="list-style-type: none"> • an up to date plan • information provided to carers in relation to the child or young person and their needs • consideration with education of how their education needs will be met 	3.16	53.	Implement systems so that children in care without educational provision are reported fortnightly to SMT	Jan Coles/ Head of Learning	April 2019	Accommodation and Placements Strategy	Delays in provision of education for children who are looked after are reduced
	3.16	54.	Options Appraisal for implementation of a Powys virtual school for children looked after	Head of Learning	March 2019	Accommodation and Placements Strategy	
	3.16	55.	System improvements to enable data collation and performance reporting on educational attainment and attendance of Powys children looked after	Head of Learning	March 2019	Accommodation and Placements Strategy	Reporting of information relating to educational attainment of children looked after presented to CPG regularly
	3.16	56.	System improvements to enable data collation and performance reporting on personal education plans for Powys children looked after	Barry Kirwan	March 2019	Accommodation and Placements Strategy	<p>Number of children with a PEP increased</p> <p>Reporting of information relating to PEPs for children looked after presented to CPG regularly</p>
	3.16	57.	Implement improvements to the placement commissioning process to include communication and	John Morgan	April 2019	Accommodation and Placements Strategy	Revised commissioning process includes early liaison with education

			engagement with Education at the point of commissioning placements				Delays in provision of education for children who are looked after are reduced
	3.16	58.	Education to participate in placement planning meetings	Head of Learning	April 2019	Accommodation and Placements Strategy	Audits evidence education participation in placement planning meetings
	3.16	59.	Education to participate in resource panel enabling awareness of potential placement breakdowns as early as possible	Head of Learning	August 2019	Accommodation and Placements Strategy	Minutes of resource panel evidence participation of education
	3.17	60.	Strengthen the panel by ensuring SMT, IRO, Education and Team Managers are represented at the meeting	Barry Kirwan	February 2019		Minutes of resource panel evidence participation of SMT, IROs, education and TMs
	3.17	61.	Decisions making made at access to resources panel recorded on child's file	Barry Kirwan	February 2019		Audits show decision making recorded on child's file
Practice in relation to CSE should meet the statutory guidance (Recommendation 18)	4.7	62.	Exploitation Safeguarding lead officer appointed within Children's Services restructure. This post holder will chair all MASMs for CSE and work with teams to improve practice across the service	Sharon Powell	May 2019	Child Exploitation Prevention Strategy	Audits show response to children subject to exploitation is in line with the statutory guidance All MASMs chaired by lead officer Child Exploitation Prevention Strategy and implementation plan in place

					March 2020		
	4.7	63.	Reformat MACSE meetings and revised terms of reference	Sharon Powell	May 2019		The regional terms of reference to be evidenced within MACSE meetings.
	4.7	64.	Multi Agency CSE training across the service, council and partners	Sharon Powell	May 2019		A programme of Multi agency training in place Action plans from CSE MASMs include multi agency actions
More effective practice supervision which is less task centred Page 18	5.12	65.	Provide training to managers in line with SOS practice.	Sharon Powell	September 2019	Training Plan	Monthly supervision is recorded and evidence of reflective practice is visible in the recording Audit of supervision records demonstrates effective supervision and reflective practice

Commissioning and Placements

Outcome	CIW Report Ref	Action Ref	Action	Responsible Lead	Timescale	Strategy \ Plan	Measure of Success
No delays for children in accessing support to meet identified need	3.5 4.3	66.	Edge of care services will be implemented as part of the new Children's Services structure	Barry Kirwan	June 2019	Closer to Home	Restructure is implemented
	3.5 3.15	67.	Development of Resource Panel to enable effective use and timely access to edge of care services	Barry Kirwan	March 2019	Closer to Home	Resource panel facilitates access to multi agency resources
	3.6 4.3	68.	Directory of therapeutic support services to be developed to support the work of the resource panel, to identify gaps which will inform future commissioning	Barry Kirwan	March 2019	Closer to Home	Directory of services is referenced in panel
	3.6 4.3	69.	Establish a clear process to improve procurement and commissioning practice around securing therapeutic services	Barry Kirwan	March 2019	Closer to Home	
Improve the panel arrangements to remove overlap and ensure decision making is based on identified individual need	3.6 3.17 4.3	70.	Work with our multi-agency partners to secure their cooperation to merge the Resource Panel and MAAP into a multi-agency resource panel	Barry Kirwan	March 2019	Closer to Home	Single panel facilitates access to multi agency resources
	3.6	71.	Revise the terms of reference for the multi-agency resource panel	Barry Kirwan	March 2019	Closer to Home	Terms of reference revised and agreed by health and education

Develop and implement a coherent strategic commissioning framework and placement finding process	3.11	72.	Develop the sufficient supply of placements strategy which sits within the Children Looked After Framework	John Morgan	April 2019	Accommodation and Placement Strategy	<p>Range of placements commissioned/ provided within Powys increased</p> <p>% children placed closer to home increased</p> <p>Number of children placed out of county reduced</p>
<p>Meet the placement needs of more children within Powys</p> <p>Improve the support provided to Powys foster carers</p>	3.11 3.12 3.13	73.	Implement the sufficient supply of placements strategy which sits within the Children Looked After Framework	Senior Manager for Corporate Parenting	September 2019	Accommodation and Placement Strategy	<p>Number of in-house foster carers increased</p> <p>Number of children placed with IFAs reduced</p> <p>Foster carers report increased support</p> <p>Improved offer available to support carers in place</p>
	3.11 4.3	74.	Develop an access to resources commissioning model across Children's Services from early help right through to Care Leavers	Barry Kirwan	April 2019	Closer to Home	<p>Increased number of children at edge of care, not entering care following intervention</p> <p>Decrease in % of assessments resulting in NFA</p>

							Increased number of children supported through early help
	3.11	75.	Responsibility for commissioning will form part of the new senior manager roles	Jan Coles	April 2019	Children's Service Workforce Strategy	Restructure implemented
	3.12	76.	Implement the Closer to Home Strategy and Edge of Care Action Plan	Barry Kirwan	Sept 2019	Closer to Home	
Page 21	3.12	77.	Undertake analysis of the needs of children placed outside of county in residential care	Barry Kirwan	December 2018	Accommodation and Placements Strategy	Analysis completed and used to enable children to return closer to home Monthly report to HOS on plans for children placed out of county identifying children ready to move closer to home
	3.12	78.	Review and develop our approach to the recruitment of foster carers, taking into account regional developments	Cath Hogan	November 2019	Closer to Home	Powys included in the regional website Powys contributing to regional marketing and communication arrangements Powys working with region on harmonisation of fees

	3.12	79.	Increase the number of in house foster carers	Cath Hogan	November 2019	Closer to Home	Increase in the numbers of foster carers recruited
	3.12	80.	Increase the number of placements offered to children within county	Cath Hogan	November 2019	Closer to Home	Increase in the percentage of children placed within Powys
Improve the support provided to Powys foster carers	3.13	81.	Research other areas for examples of good practice for fostering services specifically in relation to growing the number of in house carers	Cath Hogan	Jan 2019	Closer to Home	Foster carers report increased support Improved offer available to support carers in place Increase in the numbers of foster carers recruited
	3.13	82.	Implement practice standards for fostering service	Cath Hogan	Feb 2019	Closer to Home	
	3.13	83.	Appoint permanent fostering manager	Cath Hogan	April 2019	Children's Services Workforce Strategy	
	3.13	84.	Implement fostering model	Cath Hogan	September 2019	Closer to Home	
	3.13	85.	Revise foster care payments structure	Cath Hogan	April 2019	Closer to Home	
	3.13	86.	Devise and implement a fostering training programme	Cath Hogan	April 2019	Training Plan	
	3.13	87.	Increase numbers of respite foster carers	Cath Hogan	August 2019	Closer to Home	

	3.14	88.	Engage and utilise the national commissioning framework partnership for placements and build into commissioning process	John Morgan	April 2019	Accommodation and Placements	
	3.14	89.	Establish systems to record and analyse data in relation to the use and usefulness of the 4Cs framework	John Morgan	April 2019	Accommodation and Placements	
		90.	Develop relationships with Powys providers	John Morgan	May 2019	Accommodation and Placements	Increase in % of children placed within Powys
Implement a process for quality assuring placements	3.14	91.	Develop a protocol for quality assurance and contract monitoring of independent sector placements in and out of county, including steps to take when a placement provider is rated RI or inadequate	John Morgan	June 2019		Increase in number of placement compliance monitoring visits undertaken by commissioning team
	3.14	92.	Implement the placements protocol	John Morgan	June 2019		
Access to early intervention and prevention services to prevent crisis and the need for children to be placed/ moved (Recommendation 18)	3.5 3.15	93.	Implementation of Children's Services restructure which includes edge of care and crisis response.	Jan Coles	April 2019	Children's Service Workforce Strategy	Restructure in place

Independent Reviewing, Quality Assurance and Complaints

Outcome	CIW Report Ref	Action Ref	Action	Responsible Lead	Timescale	Strategy \ Plan	Measure of Success
An effective IRO function which: <ul style="list-style-type: none"> is fully understood by the workforce, provides challenge and prevents drift contributes to quality assurance and good corporate parenting is delivered in understanding and taking account of the wishes and feelings of individual children and young people (Recommendation 13)	3.9	94.	Appoint permanent team manager for the independent reviewing officers and conference chairs as part of the implementation of the service restructure	Jan Coles	May 2019	Children's Service Workforce Strategy	Permanent manager in post
	3.9 4.6	95.	Review function of IRO within Powys including the associated business support.	Sharon Powell	July 2019		
	3.9	96.	Build key triggers into the system supported by practice standards to promote an early response to issues and concerns	Sharon Powell	May 2019	Practice Standards	Evidence of data analysis reporting themes and trends for operational learning
Effective quality assurance mechanisms embedded as part of organisational learning and an accepted part of the role of manager	3.9 5.15	97.	Further embed the quality assurance framework following the service restructure.	Sharon Powell	May 2019	QA Framework	Auditing and learning from identified themes and trends adopted into the culture of organisational learning evidenced in the QA panel, SMT, OMT and supervision
	2.5	98.	Quality Assurance process to incorporate the review of outcome	Sharon Powell	May 2019	QA Framework	QA framework in routine use

			focused planning rather than task focused plans				
3.9 5.15	99.		Analysis of escalation forms to identify themes and areas for learning considered at OMT quarterly.	Sharon Powell	March 2019	QA Framework	Organisational learning taking places through OMT discussion
3.9	100.		Provide training to all staff in relation to IRO role including the purpose and importance of the escalation process	Sharon Powell	June 2019	Training Plan	Training included in the training programme
3.9	101.		Improvements to system to enable accurate performance data reports in relation to IRO service	Sharon Powell	June 2019		Reporting against IRO performance taking place
4.2	102.		Strengthen participation arrangements including mechanisms to gather feedback from children, young people and their families	Sharon Powell	April 2019	Participation Strategy	<p>Audits evidence child's voice on the file</p> <p>Distance travelled tool shows child, young person and family view</p> <p>CLA and leaving care fora in place and meeting regularly</p> <p>Recruitment process includes children and young people</p>

	4.2	103.	Wherever possible ensure IRO allocation promotes consistency for children and young people	Sharon Powell	April 2019		
	4.2	104.	Implement MoMo as an effective means of communication between children and young people and their worker and which captures their wishes, feelings and feedback.	Sharon Powell	May 2019	Participation Strategy	Audits evidence MoMo in use and child's communication with workers recorded on file
Radically change the approach to the management of dealing with complaints (Recommendation 25)	5.16	105.	Undertake a fundamental review of the management of complaints within the service	Sharon Powell	June 2019		New arrangements for complaints management in place
Management of complaints to be dealt with within timescales and learning to be adopted systematically		106.	Research other local authorities who manage complaints in an effective, timely way so as to inform changes	Sharon Powell	June 2019		
		107.	Implement significant changes to the current complaints system	Sharon Powell	June 2019		Increase in % of complaints dealt with at stage 1 Increase in % complaints completed within timescale Reduction in % complaints escalated to stage 2
	5.16	108.	Training around management of complaints to be provided to all OMT members	Sharon Powell	July 2019	Training Plan	Training is included in the training programme

	5.16	109.	Complaints data and analysis to be reported to OMT bi monthly to support learning from trends and themes	Sharon Powell	July 2019		OMT minutes show analysis of themes and trends is used for organisational learning
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Infrastructure and Support Services

Outcome	CIW Report Ref	Action Ref	Action	Responsible Lead	Timescale	Strategy \ Plan	Measure of Success
Accurate and timely recording practice (Recommendation 9)	3.3 3.18	110.	Escalation of issues and concerns with WCCIS to the National Project Board	Sharon Powell	September 2020		WCCIS is a system where practice drives the system Workers report an improvement in accessing and utilising the system
Page 28	4.2	111.	Development and implementation of a clear case transfer process to ensure handovers are undertaken in a managed way	Bernie	April 2019		Business and practice processes mapped clearly and included in the guidance notes for managers and induction packs for staff
	Minutes of legal planning meetings to be held on child's file A legal process which ensures against delay between decision to apply for a care order and action being taken	3.4 3.7	112.	Implementation of an effective legal planning process which meets timescales.	Jan Coles and Clive Pinney	April 2019	Legal tracker shows timescales are being met
		113.	Build relationship between Children's Services senior management and judiciary.	Jan Coles and Clive Pinney	April 2019		Regular meetings taking place between Children services and the judiciary
	3.10	114.	Create a dedicated team for care leavers within the WCCIS system to	Cath Hogan	April 2019	Care Leavers Strategy	

			improve recording and reporting in relation to care leavers				
	3.10	115.	Develop in house apprenticeships for care leavers within new Children's Services structure	Cath Hogan	September 2019	Care Leavers Strategy	Apprenticeship post recruited to
	3.18	116.	Revise role of Data Quality Clerks and bring them under operational line management to support timely and accurate recording practice	Sharon Powell	April 2019		Effective data analysis and a system of supporting practice which is evidenced on the child's file
Senior managers more visible across the service	5.13	117.	Move SMT meetings around the county to improve visibility of senior managers across the service	Jan Coles	April 2019		Staff report that SMT are visible and approachable in future staff surveys
	5.13	118.	HoS to Senior Managers to attend team meetings on occasion to improve visibility and support communication with frontline staff	Jan Coles	June 2019		As above
	5.13	119.	Head of Service will be based in various offices across the county to improve visibility of senior managers across the service	Jan Coles	April 2019		
	5.13 5.15	120.	SMT to attend roadshows with staff to promote communication	Jan Coles	April 2019	Communication Strategy	

	5.13 5.16	121.	OMT meetings to move around the county	Jan Coles	April 2019	Communication Strategy	
Service developments communicated to frontline staff	5.14	122.	Conduct regular staff roadshows across the county to improve communication	Jan Coles	April 2019	Communication Strategy	
	5.14	123.	Publish quarterly Children's Services newsletter	Jan Coles	April 2019	Communication Strategy	
Improved links between scrutiny and cabinet to increase effectiveness of the scrutiny function within the council	5.2	124.	Implement new scrutiny committee structure to continue wider member engagement and constructive challenge	Chief Executive	April 2019		Scrutiny Committee has been implemented
Ongoing support for the Director of Social Services and Head of Children's Services	5.3	125.	Monthly meetings chaired by Leader of the Council to ensure Leaders oversight on a regular basis	Chief Executive	April 2019		Papers and minutes of the Leaders meeting evidence support for Director and Head of Service
Resolution of problems with data accuracy (5.6)	5.6	126.	Specialist WCCIS Training for staff across the service	Caroline Pears	June 2019		Improved WCCIS training included in induction
		127.	Development of validation reports for data housekeeping	Sharon Powell	June 2019		
		128.	Revise role of DQC's so that they are support teams effectively to keep data accurately and a timely way	Sharon Powell	June 2019		

Make greater use of knowledge, expertise and experience of colleagues in neighbouring authorities at officer and member level	5.7	129.	IRO development group setup with other local authorities	Sharon Powell	June 2019		Improved engagement by Powys in regional groups and events
	5.7	130.	Benchmarking with other local authorities on fostering service	Cath Hogan	April 2019		

Workforce

Outcome	CIW Report Ref	Action Ref	Action	Responsible Lead	Time scale	Strategy \ Plan	Measure of Success
Reduced reliance on agency staff and establish permanent management arrangements As few changes of social worker as can be achieved (Recommendation 15)	3.3 3.7 3.8 4.2 5.9 5.10 5.11	131.	Stabilisation of workforce through restructure and recruitment campaign, to secure a highly skilled, competent and supported workforce	Jan Coles	December 2019	Children's Service Workforce Strategy Recruitment Strategy	Reduction of agency staff Increase of % of permanent staff in post
	3.3 3.7	132.	Review the arrangements for sponsoring workers through the degree in social work	Sharon Powell	May 2019	Children's Service Workforce Strategy	Increased number of employees supported to complete their social worker training
	3.3 3.7	133.	Strengthen links with Universities for social work students	Sharon Powell	September 2019	Children's Service Workforce Strategy	Increased number of students completing placements in Powys Increased number of NQSWs recruited
	3.3 3.7	134.	Explore the options for development of a social work academy in Powys	Sharon Powell	September 2019	Children's Service Workforce Strategy	Options appraisal for improving links with universities presented to SMT

	3.5	135.	Enhance the new staff induction course to include the new structure, practice standards and processes and information (and directory) of local services	Sharon Powell	April 2019	Children's Service Workforce Strategy	Improved induction programme consistently conducted with new staff
	3.5	136.	Introduce monthly new staff induction course to ensure staff have all the equipment and basic information they need to feel welcome and able to begin their new role.	Sharon Powell	April 2019	Training Plan	Staff have access to equipment and systems within 1 week of start date
More effective practice supervision which is less task centred Page 33	5.12	137.	Revision of supervision template as part of Signs of Safety review of paperwork	Sharon Powell	June 2019	Signs of Safety Implementation Plan	Revised supervision template in use consistently
	5.12	138.	Begin roll out of reflective supervision training to all staff	Sharon Powell	April 2019	Training Plan	Training included in the CS training plan Evaluations show staff feel equipped to participate in reflective supervision
	5.12	139.	SMT to lead the cultural shift around supervision	Jan Coles	April 2019		
	2.3 4.2 4.6	140.	Delivery of an enhanced training programme for 19/20	Sharon Powell	March 2020	Training Plan	A training programme which delivers against the CS training needs analysis has been delivered

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Children's Services

Guide to the Improvement Plan 2018 - 2021



Working together to ensure that Powys children and young people are safe, healthy, fulfilled and have their voices heard, valued and acted upon.



The plan makes clear how we can all help to improve services for children and families. It will continue to build on the strengths of staff, get support from the whole council and work with partners and communities across the county.

The plan describes our ambitions and priorities for all children and young people in Powys. This includes doing all we can to protect and promote the rights of children set out in the United Nations Convention on the Rights of the Child (UNCRC). This means the child's right to protection, family life, a good education, proper health care, decent housing and a voice in all aspect of their lives.

In this way, we can:



- Focus on early intervention and prevention
- Provide good parenting and specialist support
- Flexible, diverse and high quality placements for children who are looked after
- Achieve the best possible outcomes for children in our care

The Improvement Plan



There are seven priority areas to deliver the plan:

- Eligibility criteria (thresholds) and Early Help
- Partnership working
- Safeguarding and good core social work practice
- Commissioning and placements
- Independent reviewing, quality assurance and complaints
- Infrastructure and support services
- Workforce

Links



The Children's Services Improvement Plan is linked to and supported by a range of strategies including:

- The Council's Vision 2025
- The Start Well Programme to be developed through the Regional Partnership Board
- Children's Services *Children Looked After Strategic Framework*

The plan has been developed by all parts of the council working together. The Regional Partnership Board and Regional Safeguarding Board (CYSUR) will also play a big part in making the changes happen.

By continuing to working together with clear purpose we will have services which help children and families to achieve the best possible outcomes.

To view the plan, visit www.powys.gov.uk



Children's Services

Guide to the Improvement Plan 2018 – 2021



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1. **Focus on early intervention and prevention** ensuring access to the right support at the right time to keep families together, where possible and children safe. Intervene at the earliest opportunity to ensure that children and young people do not suffer harm.

2. **Provide good parenting and specialist support.** Working with families rather than doing to. Work with children, young people and their families to co-produce plans which will bring about the changes children need as quickly as possible.

3. Providing and commissioning a **flexible and affordable mix of high quality placements for children who are looked after** to meet the diverse range of their needs and circumstances, keeping children as close to home as possible.

4. **Achieve the best possible outcomes for those children in our care,** giving them clearly planned journeys through care.

