

**BRISTOL CITY COUNCIL
CABINET
3 February 2015**

REPORT TITLE: Children's Services Improvement Plan, in response to the Ofsted Inspection of services for children in need of help and protection, children looked after and care leavers.

Ward(s) affected by this report: All

Strategic Director: John Readman, Strategic Director People

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Purpose of the report:

To present the Children's Services Improvement Plan following the recent Ofsted inspection of services for children in need of help and protection, children looked after and care leavers.

RECOMMENDATIONS for the Mayor's approval:

- 1. To note the findings and recommendations in the recently published Ofsted report on services in Bristol for children in need of help and protection, children looked after and care leavers.**
- 2. To note the significant progress made in re-modelling social work practice, the implementation of the Signs of Safety approach and the establishment of the virtual school with a focus on educational outcomes for looked after children, as a strong foundation for further improvement.**
- 3. To note the three key priorities for improvement in the outcomes for care leavers and the educational outcomes for looked after children and social care practice, as described in 1.8 below.**
- 4. To formally note that there will be additional strategic work separate to the Improvement Plan to engage the support of the whole Council and relevant city partners in achieving significant change in outcomes for children and young people in care, including providing work experience and employment opportunities for care leavers.**

5. **To approve the draft Children's Services Improvement Plan for 2015-16 attached as appendix one.**
6. **To agree the arrangements for ensuring the timely implementation of the Plan and the monitoring of performance outcomes.**

1. The Context:

- 1.1 The services for children in need of help and protection, children looked after and care leavers in Bristol were inspected by Ofsted between 30th September and 22nd October 2014. A review of the effectiveness of the Bristol Safeguarding Children Board was also undertaken. A report setting out the findings and judgements was published by Ofsted in December 2014.
- 1.2 The current Ofsted Inspection Framework, implemented in November 2013, judges Local Authorities and the Local Safeguarding Children Board performance against the Framework as: Outstanding, Good, Requires Improvement or Inadequate. The overall judgement is that these services for children in Bristol Require Improvement. The effectiveness of the Bristol Safeguarding Children Board has also been judged to Require Improvement.
- 1.3 To date 37 Local Authorities have been inspected under the Ofsted Single Inspection Framework (SIF). Nine have been judged as Good; 21 Require Improvement and seven are Inadequate. There are no LAs that have been judged as Outstanding and in the current programme of inspections no cities judged as Good.
- 1.4 In a local authority 'Requiring Improvement' services are considered to be adequate; protecting children from the risk of harm, and safeguarding and promoting the welfare of children in care. Minimum requirements are in place; however the authority is not yet consistently delivering good protection, help and care for children, young people and families.
- 1.5 The Ofsted report stated that the local authority has a good understanding of the main issues for children and their families in Bristol and of the strengths and weaknesses in the services provided. The strengths and areas for improvement are identified in the report.
- 1.6 Strengths include:
 - well targeted and coordinated early help services for children and families;
 - speed of response to child protection concerns;
 - the relationships between Looked after children and their social workers;
 - a stable, committed and skilled workforce and

- the multi-agency working for vulnerable children and families, in particular in response to Child Sexual Exploitation.

1.7 Adoption services were judged to be Good: in particular adoption arrangements are prompt, with children moved to a permanent home as soon as possible. Adopters and their children benefit from a stable and experience team of adoption social workers.

1.8 There are three key priorities for improvement:

- the **outcomes for Care Leavers**; to maintain regular contact with social workers, undertake effective Pathway Planning and increase the number of care leavers engaged in education, employment and training;
- the **educational outcomes for Looked After Children**; to ensure the attainment gap to their peers continues to close and complete all Personal Education Plans to a high standard
- the delivery of **consistently good social work practice** for children and families.

1.9 Other areas for improvement include:

- the quality and timeliness of assessment, planning and recording to ensure greater consistency;
- the quality of performance management information to support practice improvement and inform strategic planning;
- updating the strategic plans for Children's Services, Corporate Parenting and Child Sexual Exploitation.

1.10 Ofsted noted the plans and activity taking place to improve services in Bristol, including those to re-model social work practice, implement the Signs of Safety model, increase school attendance city wide, deliver the 14-19 strategy and raise the attainment of looked after children. Considerable progress has been made to date; however, given the timing of the inspection, the outcomes from these key actions have yet to demonstrate their full impact.

1.11 Building on the strengths and current good practice, the delivery of the Plan provides an opportunity to engage the whole Council and partners in the achievement of improved outcomes for some of the most vulnerable children and young people in the City.

2. The Improvement Plan

- 2.1 The Children's Services Improvement plan has been developed to incorporate current improvement activity, with additional co-ordinated action across relevant services, to respond to the recommendations following the Ofsted inspection. The Plan does not include all the activity taking place in Children's Services or across the partnership; this ensures absolute focus on the action required to secure improvement and deliver consistently good services for children and young people in Bristol.
- 2.2 The draft Children's Services Improvement Plan is attached in Appendix 1. The Plan is arranged in two sections; those actions of immediate priority are set out in Section One and all other areas for improvement in Section Two. The Plan sets out the actions to be undertaken, expected outcomes, improvement measures, lead officer and due date.
- 2.3 The implementation of the Children's Services Improvement Plan, supported by the delivery of the Corporate Parenting Strategy and the HOPE School (Virtual School for looked after children) Development Plan, is essential to secure significantly improved outcomes for children looked after and care leavers. Detailed operational plans to improve outcomes for looked after children and care leavers sit behind this Improvement Plan, with a focus on improved tracking and data collection; a more vigorous pursuit of contact with all care leavers and a more systematic approach to early planning.
- 2.4 A separate plan is in place to secure the improvement required by the Bristol Safeguarding Children Board.

3. Care Leavers Opportunities

- 3.1 Ensuring good outcomes for all looked after children and care leavers is a priority for the Council and the collective responsibility of Members and officers as Corporate Parents. The Improvement Plan focuses on the specific recommendations made by Ofsted and mainly involves activity in Children and Education Services. However, improving outcomes for care leavers will require wider system leadership and strategic work to ensure that a range of work experience and employment opportunities for all Care Leavers, within the Council or through partners and key contractors, as part of contractual arrangements is in place.
- 3.2 As part of the newly established Learning City Partnership, partners have agreed to focus on the outcomes for care leavers as one of their Learning Challenges for 2015, under the theme of Learning for Everyone. As a partner priority this will ensure increased profile, broader engagement and as a result add significant value so that more young people are able to take part in education, employment and training.

4. Monitoring Implementation of the Improvement Plan and Outcomes

- 4.1 The Council is accountable to both Ofsted and the DfE for the implementation of the Plan and ensuring the achievement of the required improvements. The Council is required to submit the Children's Services Improvement Plan to Ofsted within 70 days of the inspection, on 28 January 2015, in accordance with the Education and Inspections Act 2006.
- 4.2 A time limited Improvement Board is being established to ensure the timely implementation of the plan and monitor the delivery of performance outcomes. The Board is chaired by the Strategic Director People and to ensure sufficient challenge and independence will also include an independent safeguarding advisor. This will report to the Strategic Leadership Team of the Council.
- 4.3 Regular reporting on progress to Cabinet will also take place through the Assistant Mayor (People) on a monthly basis, in addition to the People Scrutiny Commission.
- 4.4 The Bristol Safeguarding Children Board will monitor the progress of the Plan and it will also inform the work plan of the Children and Families Board.
- 4.5 Challenging targets have been set throughout the Plan and the key performance indicators to be monitored are:
- 90% of care leavers in contact with social care;
 - 90% of care leavers with a Pathway Plan;
 - 90% 16-19 year old care leavers in education employment and training;
 - 58% 19,20,21 year old care leavers in education employment and training;
 - 80% of social work case planning achieving 'good' according to grade descriptors;
 - 75% looked after children in good or outstanding education provision;
 - 90% Personal Education Plans completed within statutory timelines;
 - 80% of Personal Education Plans achieving 'good' according to grade descriptors;
 - 8% persistent absence for looked after children;
 - 100% Children in Need with a plan with 80% reviewed within six months;
 - 100% children missing from home or care offered a return interview.

5 Consultation and scrutiny input:

5.1 Internal consultation:

The People Scrutiny Commission received a report on the Children's Services Improvement Plan report on 19th January 2015. Jean Pollard, Service Director for Care & support, children & families and Paul Jacobs, Service Director for Education & Skills presented the report. John Readman, People Strategic Director and Sally Lewis, Chair of the Bristol Children's Safeguarding Board were available to answer

questions. The People Scrutiny Commission would like to make the following comments and recommendations to Cabinet.

- 5.1.1. The Commission Members are concerned about the outcome of the Ofsted Report. The wellbeing of Children and Young People is a high priority and the issues highlighted in the report must be addressed.
- 5.1.2. The Commission recognises that continual budget reductions will make the task of improving the services challenging. It is vital that Bristol City Council make additional capacity and short term investment available to ensure the successful delivery of the Improvement Plan.
- 5.1.3. The Commission Members were pleased to note the strengths highlighted in the report, particularly in relation to the stable, committee and skilled workforce. The Ofsted report referred to the good speed of response to child protection concerns and the multi-agency working for vulnerable children and families, in particular in response to Child Sexual Exploitation. Members believe that the strengths highlighted indicate that the required improvements can be made, subject to the allocation of the correct resources.
- 5.1.4. The People Scrutiny Commission will receive regular updates on the Children Services Improvement Plan – three monthly information report updates and six monthly formal reports. The Commission will be provided with further information on baseline figures to allow a detailed analysis of the information. The People Scrutiny Commission also requested an all-Councillor briefing on ‘Signs of Safety’ – the new social work model.
- 5.1.5. Members felt re-assured following a presentation from Sally Lewis, the new Independent Chair of the Bristol Safeguarding Children’s Board. Sally joined the Board shortly before the Ofsted Inspection and observed a culture of openness and calmness, with staff encouraged to say what areas required improvements.
- 5.1.6. The Commission recommends that Cabinet approve the Improvement Plan and agree to commit the necessary resources to implement the plan successfully.

5.2 External consultation:

5.2.1 The draft plan was submitted to Ofsted and the DfE on 28 January 2015, subject to Cabinet approval, to comply with the 70 day deadline, as set out in the Education and Inspections Act 2006.

5.2.2 The Corporate Parenting Panel met on 2 February 2015, when the plan was the subject of consultation. A verbal update will be provided at Cabinet.

5.3 Other options consider

The development and delivery of an Improvement Plan is a requirement under the Education and Inspections Act 2006.

6 Risk management / assessment:

FIGURE 1							
The risks associated with the implementation of the (subject) decision :							
No.	RISK Threat to achievement of the key objectives of the report	INHERENT RISK		RISK CONTROL MEASURES Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation).	CURRENT RISK		RISK OWNER
		(Before controls)			(After controls)		
		Impact	Probability		Impact	Probability	
1	The targets are very challenging in a context of reducing resources	High	Medium	Re-modelling social work phase 2 will re-shape resources to allow more effective delivery	High	Medium	Jean Pollard

FIGURE 2							
The risks associated with <u>not</u> implementing the (subject) decision:							
No.	RISK Threat to achievement of the key objectives of the report	INHERENT RISK		RISK CONTROL MEASURES Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation).	CURRENT RISK		RISK OWNER
		(Before controls)			(After controls)		
		Impact	Probability		Impact	Probability	
1	Submitting a plan is a statutory requirement and not submitting one may result in further intervention	High	High	Submit the plan	Low	Low	John Readman
2	Services don't improve with the prospect of a further 'requires improvement' judgement	High	Medium	Implement the improvement plan	Low	Low	Jean Pollard and Paul Jacobs

7 Public Sector Equality Duties

7.1 Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following "protected characteristics": age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.

7.2 Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to:

- remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
- encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to tackle prejudice and promote understanding.

7.3 The focus of this Improvement Plan is on services for the most vulnerable children and young people in the City, particularly looked after children and care leavers. The Plan aims to secure improved outcomes for these groups of children and reduce the inequality that currently exists in their education, employment and training.

8. Legal and Resource Implications

8.1 Legal: The Education and Inspection Act 2006 requires an improvement plan to be submitted to Ofsted within 70 days of the end of an inspection.

8.2 *Financial: The resource implications are currently being reviewed by officers*

8.3 *Personnel: The personnel implications are currently being reviewed by officers*

9 Appendices

Appendix 1: Draft Children's Services Improvement Plan

10 LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Paper 1 - Ofsted Inspection report on the services for children in need of help and protection, children looked after and care leavers in Bristol (link [here](#))

‘Getting to Good’

Bristol Children’s Services Improvement Plan 2015 - 2016

**January 2015
Final Draft (V7)**



Introduction

The Bristol Children's Services Improvement Plan draws together the Council's response to the recent Ofsted Inspection of services for children in need of help and protection, children looked after and care leavers, which took place between 1- 22 October 2014, and the national thematic inspection of services for children at risk of Child Sexual Exploitation which included Bristol, during the period 6–10 October 2014.

The Children's Services Improvement plan has been developed to incorporate relevant ongoing activity, with additional co-ordinated action across services, to respond to the recommendations following the Ofsted inspection. The Plan does not include all the activity taking place in Children's Services or across the partnership; this ensures absolute focus on the action required to secure improvement and deliver consistently good services for children and young people in Bristol.

There are three key priorities for improvement:

- **the outcomes for Care Leavers**, in particular to maintain regular contact with social workers, undertake effective Pathway Planning and increase the number of care leavers engaged in education, employment and training;
- **the educational outcomes for Looked After Children**, to ensure the attainment gap to their peers continues to close and complete all Personal Education Plans to a high standard;
- delivering **consistently good social work practice** for children and families.

Ensuring good outcomes for all looked after children and care leavers is a priority for the Council and the collective responsibility of Members and officers as Corporate Parents. Building on the strengths and current good practice, the delivery of the Plan provides an opportunity to engage the whole Council and partners in the delivery of improved outcomes for some of the most vulnerable children and young people in the City.

As part of the newly established Learning City Partnership, partners have agreed to focus on the outcomes for care leavers as one of their Learning Challenges for 2015, under the theme of Learning for Everyone. As a partner priority this will ensure increased profile, broader engagement and as a result add significant value so that more young people are able to take part in education, employment and training

The Improvement Plan is set within the context of increased demand for services; there are high numbers of referrals, assessments, child protection plans and looked after children. In addition many children and young people receive targeted Early

Help Services. This increase comes at a time of significant financial constraint; it is therefore imperative that the resources available to us achieve maximum impact.

Additional capacity and targeted short term investment will be required to ensure the successful delivery of the Improvement Plan and the achievement of ambitious targets.

Implementing the Improvement Plan

The overarching outcome to which all actions in this Plan contribute is that children in Bristol are safe. The Plan responds to the Ofsted Framework, with the aim of delivering consistently good services and ultimately outstanding services. The Plan is arranged in line with the areas for improvement arising from the recent Ofsted inspections, with those actions of immediate priority included in Section one and other areas for improvement in Section two. More detailed operational plans, which contribute to this Plan, will drive individual service improvement. Where appropriate, necessary actions, targets and outcomes will be incorporated into Service Delivery Plans and Team Plans.

The Plan sets out the actions that will be undertaken, the expected outcomes, the improvement measures, the officer lead, and the date due. Each outcome will be RAG rated, as part of our monitoring arrangements, with the status descriptors detailed below:

RAG Table	Status
RED	Tasks and or outcomes have not been met or timescale slipped
AMBER	Tasks and outcomes are on track, milestones met but full action(s) not completed
GREEN	Tasks and outcomes are completed or performance is on target
GREY	Not yet started
BLUE	Completed

The Council is accountable to both Ofsted and the DfE for the implementation of the Plan and ensuring the achievement of the required improvements. To oversee implementation of the Plan, assure sufficient progress is achieved and deadlines are met, an Improvement Board has been established; the Improvement Board, formed of senior leaders and chaired by the Strategic Director of People, will review the Plan on a monthly basis.

Regular reporting on progress to Members will take place through the Assistant Mayor (People) on a monthly basis and the People Directorate Scrutiny every six months. The Bristol Safeguarding Children Board will monitor the progress of the Plan and it will also be shared with the Children and Families Board.

The key performance indicators and targets being monitored through the Plan include:

- 90% of care leavers in contact with services;
- 90% of care leavers with a Pathway Plan;
- 90% 16-19 year old care leavers in education employment and training;
- 58% 19,20,21 year old care leavers in education employment and training;
- 80% of social work case planning achieving 'good' according to grade descriptors;
- 75% looked after children in good or outstanding education provision;
- 90% Personal Education Plans completed within statutory timelines;
- 80% of Personal Education Plans achieving 'good' according to grade descriptors;
- 8% persistent absence for looked after children;
- 100% Children in Need with a plan with 80% reviewed within six months;
- 100% children missing from home or care offered a return interview.

Section One

Priority and immediate action

Ref	Action	Outcome	Improvement Measure	Lead(s)	Date Due	Status
Outcomes for care leavers						
1	Ensure that each care leaver has a pathway plan that contains an up-to-date assessment of individual needs and a clear plan with specific and measurable objectives that are understood and agreed by the young person			Ann James	Jul 2016	
1.1	Complete pathway plans for care leavers without a plan	Care leavers have a needs assessment and a pathway plan	Establish quantitative baseline	Mark Wakefield	Jan 2015	
			90% of care leavers have a pathway plan	Ann James	Jul 2015	
1.2	Review care leaver plans in place with the young person so that all young people are aware of and contribute to their plan	90% of pathway plans are understood and agreed by the young person	LiquidLogic Children's System (LCS) performance reports show improvement from baseline to 90%	Ann James	Oct 2015	
1.3	Establish qualitative expectations for pathway plans, of all care leavers for whom an SSDA903 return is required i.e. those whose 19th, 20th or 21st birthdays fell during the year.	The plan is clear with specific and measurable objectives	Over 60% of cases are 'good' or 'outstanding' according to grade descriptors	Ann James	Jul 2015	
			Over 80% of cases are 'good' or 'outstanding' according to grade descriptors	Ann James	Jul 2016	
1.4	Review pathway plans on six month basis	Care leavers have a plan that is reviewed and updated regularly	90% of pathway plans are reviewed on a six monthly basis or less	Ann James	Jan 2016	
1.5	Improve pathway plan reports in LCS to enable managers and workers to plan work, monitor improvement and take remedial action where necessary	Improved intelligence and an ability to take a more proactive approach to ensuring all care leavers have a needs assessment, pathway plan and review	Pathway plan, needs assessment and review reports are provided to managers monthly	Mark Wakefield	Apr 2015	

Ref	Action	Outcome	Improvement Measure	Lead(s)	Date Due	Status
1.6	Develop up-to-date service standards for those working with care leavers and train those working with care leavers in their delivery	Consistent and skilled approach to pathway planning with young people	Over 60% of cases are 'good' or 'outstanding' according to grade descriptors	Fiona Tudge	Jul 2015	
			Over 80% of cases are 'good' or 'outstanding' according to grade descriptors	Fiona Tudge	Jul 2016	
1.7	Undertake survey of care leavers through the Pledge survey to establish baseline of understanding and set targets for improvement Record refusals to participate in the pathway planning process, with actions to re-engage the young person	Every young person has a copy of their pathway plan and its subsequent review, which are understood and agreed	Establish a baseline	Ann James	Mar 2015	
			Improved satisfaction levels through annual survey	Ann James	Jan 2016	
1.8	Provide laptops to enable workers to complete pathway plans with young people 'in the field'	Provision of laptops for all Care and After workers Efficient use of time and improved engagement of young people in their pathway plan	All Care and After workers have laptops	Paul Arragoni	Jun 2015	
			90% of care leavers have a pathway plan	Ann James	Jul 2015	
			90% of pathway plans are reviewed on a six monthly basis or less	Ann James	Jan 2016	
			Over 60% of cases are 'good' or 'outstanding' according to grade descriptors	Fiona Tudge	Jul 2015	
			Over 80% of cases are 'good' or 'outstanding' according to grade descriptors	Fiona Tudge	Jul 2016	

Ref	Action	Outcome	Improvement Measure	Lead(s)	Date Due	Status
1.9	Implement the 14-19 Strategy and the detailed operational improvement plan for supporting care leavers into employment, education and training (EET)	Improvement in number of care leavers in EET at 19, 20, and 21 to above national average	58% of care leavers in EET as measured by the national performance indicator	Ann James Jane Taylor	Jan 2016	
		Improve the 16-19 EET to upper quartile	90% looked after children (LAC)/care leavers into EET	Jackie Turner	Jan 2016	
1.10	Review Bristol Youth Links contracts to ensure priority for young people not in education, employment and training (NEET), including care leavers	Ensure a focused action on NEET 16-19 young people	Implementation of performance management information framework for contract which captures NEET data including care leavers	Gary Davies	Apr 2015	
		Improve the 16-19 EET to upper quartile	90% LAC/care leavers into EET	Jackie Turner	Jan 2016	
1.11	Develop and publish a range of 'good news' stories to demonstrate positive outcomes for care leavers	Good news stories are shared both internally and externally to promote a more balanced view of care leavers	Three media articles	Tim Borrett Steph Bowen	Dec 2015	
2	Take action to re-establish contact with care leavers who are not in touch with the service and take steps to ensure they are all safe. Ensure that each care leaver has the opportunity to maintain a meaningful relationship with a leaving care worker and, for those young people with whom the local authority had lost touch, the reasons are fully recorded, collated, analysed and reviewed			Ann James	Jul 2016	
2.1	Identify and pursue contact with all care leavers currently 'not in touch'	Safety and whereabouts of our care leavers known	'In touch' with 90% of care leavers at least every 8 weeks	Ann James	Apr 2015	
2.2	Complete the care leaver details form in LCS at least every 8 weeks	Record of contact in place	Baseline established and staged improvement targets set	Ann James	Jan 2015 Apr 2015	
2.3	Produce and circulate complete care	Managers aware of every	'In touch' data provided	Mark Wakefield	Jan 2015	

Ref	Action	Outcome	Improvement Measure	Lead(s)	Date Due	Status
	<p>leaver list to managers/workers on a monthly basis showing care leaver contact, accommodation and activity details by service and team</p> <p>Collate and report Monthly Activity Briefings</p>	care leaver not 'in touch' and status	monthly			
2.4	Report on performance in relation to care leaver contact at 19, 20 and 21 in Corporate Parenting Score Card including an analysis of those who are not 'in touch'	Reasons for losing touch are understood by Corporate Parenting Panel	Lose touch with no more than 10% of care leavers	Jean Pollard Mark Wakefield	Apr 2015	
2.5	Build capacity and reduce caseloads in the Care and After team	Workers are enabled to re-establish contact with those who are 'not in touch' and take steps to ensure they are safe. Each care leaver has the opportunity to maintain a meaningful relationship with a leaving care worker	Caseloads reduce to 30 per FTE	Jean Pollard John Readman	Mar 2015	
			Caseloads reduce to 25 per FTE	Jean Pollard John Readman	Jun 2015	
2.6	Implement a re-modelled service through organisational re-design and Signs of Safety (SoS) methodology	<p>All outcomes for LAC and care leavers improve</p> <p>Children and young people express greater satisfaction with services</p>	Improved satisfaction levels through annual survey	Jean Pollard	Dec 2015	
2.7	Reshape the Care Leaver Forum to formalise routes for consultation and participation	There is regular opportunity for engagement with care leavers	At least two occasions a year for care leavers to meet with Cabinet Members and senior managers	Ann James	Jul 2016	

Ref	Action	Outcome	Improvement Measure	Lead(s)	Date Due	Status
Educational outcomes for looked after children						
3	Ensure that the attainment gap between care leavers and all children locally closes at a quicker pace; hold schools to account for the achievement of these young people			Paul Jacobs	Dec 2016	
3.1	Develop a framework for joint decision making about all education provision placements between the Virtual School and Social Care, including an escalation process	LAC access good or outstanding schools/alternative provision	75% of all LAC are placed in good or outstanding provision for years 6, 9 and 11	Rachael Thomas Ann James	Sep 2015	
			75% of all children are placed in good or outstanding provision	Rachael Thomas Ann James	Sep 2016	
3.2	Implement a directorate monitoring and tracking system for LAC with a focus on attainment and progress for those pupils in education	Termly tracking meetings take place to identify individuals not making sufficient progress	Baseline of those underachieving established	Rachael Thomas	Feb 2015	
			Baseline for remaining years	Rachael Thomas	Jun 2015	
3.3	Commission School Improvement Officer visits (in inverse proportion to success) to all schools with LAC	Provision in schools for all LAC is at least good	Early Years Foundation Stage – Increase from 50% to 100% Good Level of Development	Sally Jaeckle	Dec 2016	
			Key Stage (KS) 1 – Level 2+ 60% increase to 75% Reading, Writing 47% to 65% and Maths 66% to 75%	Airlie Fife	Dec 2016	
			KS2 – Level 4, Reading, Writing, Maths 59% to 65%	Airlie Fife	Dec 2016	
			KS4 – 5A*-C (English & Maths) from 13.7% to 40%	Jackie Turner	Jan 2016	
			Post-16: 90% LAC/ Care Leavers in EET	Jackie Turner	Jan 2016	

Ref	Action	Outcome	Improvement Measure	Lead(s)	Date Due	Status
3.4	Establish comprehensive targets for all LAC	Attainment gap to their peers for LAC continues to close	100% of LAC Targets set at least 3 levels progress KS1-KS2	Rachael Thomas	Sep 2015	
			100% of LAC targets set at least 4 levels of progress KS3-KS4	Rachael Thomas	Sep 2015	
3.5	Provide targeted support, from LA commissioned services, for individual pupils where sufficient progress is not being made	Attainment gap to their peers for LAC continues to close	Attainment between LAC/care leavers and all children closes by 5% in education	Rachael Thomas	Dec 2015	
			Attainment between LAC/care leavers and all children closes by a further 5% in education	Rachael Thomas	Dec 2016	
4	Ensure that all personal education plans (PEPs) are timely and completed to a high standard, including clear time lines and measurable success criteria			Rachael Thomas	Jul 2016	
4.1	Establish a robust monitoring system, to ensure timeliness of PEPs aligned with LAC reviews	All plans complete on time	90% PEPs completed within statutory timeframes	Rachael Thomas Jean Pollard	Jul 2015	
4.2	Set clear expectations for the completion of PEPs and share exemplars with the children's workforce Monthly audits undertaken and reported on 10% sample of all PEPs	PEPs include clear timelines, measureable success criteria and demonstrate impact	Over 60% of all PEPs to be judged good against LA criteria	Rachael Thomas	Jul 2015	
			Over 80% of all PEPs to be judged good against LA criteria	Rachael Thomas	Jul 2016	
4.3	Commission training and guidance to: <ul style="list-style-type: none"> Support school staff writing high quality PEPs Support the moderation of PEPs 	Staff produce high quality PEPs which are judged at least good against LA criteria	90% of PEPs completed within statutory timeframes	Rachael Thomas	Apr 15	
			60% of all PEPs to be judged good against LA criteria	Rachael Thomas	Jul 2015	

Ref	Action	Outcome	Improvement Measure	Lead(s)	Date Due	Status
	<ul style="list-style-type: none"> Evaluate impact 		80% of all PEPs to be judged good against LA criteria	Rachael Thomas	Jul 2016	
4.4	<p>Agree joint PEP monitoring protocols and shared criteria with Virtual Schools in other local authorities in the former Avon region.</p> <p>Hold neighbouring LAs and Schools to account to deliver PEPs</p>	<p>Improved oversight for Bristol LAC when they are placed Out of Authority</p> <p>Agreed protocols in place on the criteria for PEP judgements</p>	<p>90% PEPs completed on time</p> <p>60% of all PEPs to be judged good against LA criteria</p> <p>80% of all PEPs to be judged good against LA criteria</p>	<p>Rachael Thomas</p> <p>Rachael Thomas</p> <p>Rachael Thomas</p>	<p>Sep 2015</p> <p>Jul 2015</p> <p>Jul 2016</p>	
5	Evaluate the impact of the pupil premium funding on the achievement of looked after children, and adjust where necessary to achieve optimum outcomes			Paul Jacobs	Dec 2015	
5.1	<p>Establish a policy which sets out the distribution, monitoring and accountability of Pupil Premium for LAC</p> <p>Ratified by Learning in Education Challenge Group</p>	Pupil Premium is targeted effectively to secure improved achievement for LAC	Attainment between LAC/care leavers and all children closes by 5% in education	Paul Jacobs	Apr 2015	
5.2	Analyse the impact of Pupil Premium on attainment and progress, including reporting to the Learning in Education Challenge Group as part of Learning City structure	Pupil Premium is targeted effectively to secure improved achievement for LAC	Attainment between LAC/care leavers and all children closes by 5% in education	Rachael Thomas	Dec 2015	
6	Improve the attendance of looked after children and reduce fixed term exclusions			Rachael Thomas	Dec 2015	
6.1	Monitor and analyse attendance and exclusion data for LAC on a weekly basis	The attendance and exclusion of LAC is more rapidly closing to the level of their peers	Attendance at 95% or above	Rachael Thomas	Dec 2015	
			Persistent absence reduced from 13.7% to 8%	Rachael Thomas	Dec 2015	
			Exclusions reduced from 7.8% to 7%	Rachael Thomas	Dec 2015	

Ref	Action	Outcome	Improvement Measure	Lead(s)	Date Due	Status
6.2	Implement a system of early intervention, to target, challenge and support pupils when attendance is below 95%	The attendance and exclusion of LAC is more rapidly closing to the level of their peers	Persistent absence reduced from 13.7% to 8%	Rachael Thomas	Dec 2015	
			Exclusions reduced from 7.8% to 7%	Rachael Thomas	Dec 2015	
6.3	Celebrate good attendance for LAC where this is above 95%	Attendance has a higher profile with young people and their carers	Attendance at 95% or above	Paul Jacobs	Dec 2015	
The quality of social work practice						
7	Ensure that all children in need (CIN) have a good quality assessment and a clear plan that is regularly reviewed			Angela Clarke	Jul 2016	
7.1	Undertake assessment and prepare plan for every child in need with an ongoing open allocation to a social work team Implement planned review schedule and ensure plan updated	Management reporting demonstrates that every child has an assessment and a CIN plan Plan is reviewed in a timely way	100% of CIN have a CIN Plan	Angela Clarke	Mar 2015	
			80% are reviewed within 6 months of that plan being made	Angela Clarke	Sep 2015	
7.2	Fully implement Quality Assurance Framework. Undertake regular audits of CIN assessments and CIN plans Audit 10% of CIN cases in next six months. Re-audit those that are inadequate or require improvement within three months and act on findings to secure improved quality	CIN assessments and plans improve, with increased good or better plans and fewer inadequate plans Feedback from children and young people and families demonstrates that they agree/are satisfied with the assessment and plan	Establish baseline and set improvement targets repeat quality measures to achieve:	Angela Clarke	Jun 2015	
			Over 60% of cases are 'good' or 'outstanding' according to grade descriptors	Angela Clarke	Jul 2015	
			Over 80% of cases are 'good' or 'outstanding' according to grade descriptors	Angela Clarke	Jul 2016	
			Establish baseline and set improvement targets	Fiona Tudge	Jun 2015	
8	Ensure that all missing children, whether from home or care, are offered a 'return			Fiona Tudge	Jan 2015	

Ref	Action	Outcome	Improvement Measure	Lead(s)	Date Due	Status
	interview' carried out by an appropriately independent person					
8.1	Ensure that commissioned services provide all children missing from home or care with an appropriate return interview	100% of children missing from home or care offered a return interview by an appropriately independent person	100% interviews offered	Fiona Tudge	Jan 2015	
Leadership, management and governance						
9	Publish and implement an updated Corporate Parenting Plan			Jean Pollard	Apr 2015	
9.1	Publish and implement an updated Corporate Parenting Pledge that identifies priorities for improvement in the quality and coordination of services	The Corporate Parenting Plan is developed with children and young people; the Plan demonstrates that the outcomes for LAC and care leavers have improved	Agree measures as part of Plan	Jean Pollard	Apr 2015	

Section Two

Further areas for improvement

Ref	Action	Outcome	Improvement Measure	Lead(s)	Date Due	Status
The quality of social work practice						
10	Improve the standard of social work assessments, plans and recording across the city and provide training, coaching and supervision to achieve consistency of practice			Jean Pollard	Jul 2016	
10.1	Improve the quality of Social Work assessments, planning and recording for all casework, supported by SoS methodology as appropriate	All families have a high quality social work assessment and plan as evidenced by Audit	Over 60% of cases are 'good' or 'outstanding' according to grade descriptors	Jean Pollard Angela Clarke	Dec 2015	
			Over 80% of cases are 'good' or 'outstanding' according to grade descriptors	Jean Pollard Angela Clarke	Jul 2016	
10.2	Develop a learning culture in teams to include peer support and targeted training	Reflective practice and peer support promotes consistent good quality social work practice Teams provided with learning and reflection support	Over 60% of cases are 'good' or 'outstanding' according to grade descriptors	Jean Pollard Kate Markley	Dec 2015	
			Over 80% of cases are 'good' or 'outstanding' according to grade descriptors	Jean Pollard Kate Markley	Jul 2016	
11	Ensure that 'return interviews' are used to inform planning for individual children and the themes from interviews are used to inform strategic planning in conjunction with the police			Fiona Tudge	Jul 2016	
11.1	Collate information and themes from Return interviews with children missing from home and care	Intelligence is accumulated to enable better disruption of 'push and pull' factors	Themes identified and reported to the BSCB Missing from Home and Care Sub Group	Fiona Tudge	Sep 2015	
			Reduction in numbers of children going missing by 10%	Fiona Tudge	Jul 2016	

Ref	Action	Outcome	Improvement Measure	Lead(s)	Date Due	Status
11.2	Ensure feedback to practitioners as a result of return interviews	Risk for individual children better managed and mitigated	Reduction in numbers of children going missing by 10%	Fiona Tudge	Jul 2016	
12	Ensure that social workers engage well with family members at core groups and other meetings to ensure that children's needs are understood and met			Angela Clarke	Jul 2016	
12.1	Plan for core groups and other family meetings in weekly Children's Service Unit meetings	Child Protection (CP) Plans in place with clear, measurable targets and the 'voice of the child' and their family is better reflected in CP Plans	Over 60% of cases are 'good' or 'outstanding' according to grade descriptors	Angela Clarke	Dec 2015	
			Over 80% of cases are 'good' or 'outstanding' according to grade descriptors	Angela Clarke	Jul 2016	
12.2	Core Group and other family meetings ensure the timely delivery of a safety plan for the children in the family	Risks reduced for children and CP Plans are ended in a timely way	Length of CP plan indicator improves to 2.5% or less	Angela Clarke	Mar 2016	
Leadership, management and governance						
13	Implement and publish a multi-agency strategy to coordinate and measure the impact of services to tackle Child Sexual Exploitation (CSE) and to support children who go missing from home or care. Ensure that staff are aware of the revised 'missing from home or care' policy when it is published			Sally Lewis BSCB Chair	Jul 2016	
13.1	Present Strategy to BSCB	Improved coordination and targeting of services	Impact measures established	CSE Sub-Group of BSCB	Jan 2015	
13.2	Analyse attendance of Pupils Missing Education termly	Reduce risk for young people who attend LA commissioned alternative provision	Improve attendance to 70%	Annette Jones	Jul 2015	
			Improve attendance to 80%	Annette Jones	Jul 2016	
13.3	Present revised missing from home and care policy to BSCB and share with staff once approved	Staff aware of policy	BSCB approve policy and impact measures established	Missing from Home and Care Sub-Group of BSCB	Jan 2015	

Ref	Action	Outcome	Improvement Measure	Lead(s)	Date Due	Status
			Reduction in numbers of children going missing by 10%	Missing from Home and Care Sub-Group of BSCB	Jul 2016	
14	Develop a new strategic plan with partner agencies that reflects current priorities to replace the 2011–14 Children and Young People’s Plan			John Readman	Jul 2015	
14.1	Establish priorities with partner agencies for children and young people for 2015-2018	Bristol Children & Families Board approve priorities	Impact measures established	John Readman	Jul 2015	
15	Improve the quality of performance management information. This should include all relevant priorities, including care leavers in education, training and employment, care leavers missing, children at risk of sexual exploitation and the number and quality of Child in Need plans and pathway plans			Michele Farmer	Apr 2015	
15.1	Identify additional performance reporting needs and performance, information to support the implementation of the Improvement Plan Improve the quality of performance information	Performance reporting reflects the full range of data requirements, allowing managers to effectively monitor and manage performance	Monthly reporting, where appropriate, on all measurable data provided for Improvement Board	Mark Wakefield	Apr 2015	
16	Ensure that all social workers have manageable caseloads allowing them the time to build meaningful relationships with children and their families and accurately assess need			Jean Pollard	Mar 2016	
16.1	Ensure that work is allocated appropriately across early help and statutory social work Monitor and analyse workload on a monthly basis Review workload at quarterly performance review	Caseloads are manageable and capacity problems addressed	In re-modelled Area Social Work Units optimum 70 children that they are working with at any one time	Angela Clarke	Jun 2015	
			LAC and Care and After unit size to be determined as part of phase two re-modelling	Ann James	Dec 2015	

Ref	Action	Outcome	Improvement Measure	Lead(s)	Date Due	Status
16.2	Recruit to vacancies quickly, including temporary staff Establish reasons for leaving through effective use of exit interviews Respond to any concerns about the rate of staff turnover	Social work teams remain stable Reasons for leaving predominantly due to 'pull' rather than 'push' factors	Turnover was 11.98% at Jan 2014 – reduce to 10% or better and set future targets and reporting standards	Jean Pollard Lorna Laing	Dec 2015	
17	Ensure that there is sufficient number of skilled foster carers to provide choice and meet the demand for family homes for older children and family groups			Karen Gazzard	Mar 2016	
17.1	Implement a fostering recruitment campaign to address the need for foster carers for older children and for sibling groups Actively encourage caring for children with more complex needs Monitor the registrations and numbers of carers for these groups Analyse and report outcomes to Corporate Parenting Panel.	The number of older children placed with appropriate carers increases The number of siblings that can be placed together increases	Baseline established and target set Increase carers registered for siblings from 153 to 173 Increase carers registered for over 14s by 10	Karen Gazzard Karen Gazzard Karen Gazzard	Jan 2015 Mar 2016 Mar 2016	
17.2	Review the in house fostering scheme to improve recruitment, retention, and support for existing foster carers	Sufficiency for the in-care population improves	Increase number of in house placements by 30 from 452 to 482	Karen Gazzard	Jun 2015	
18	Reduce school absence rates across the city. Learn from what worked well to improve primary school attendance, and seek new ways to improve attendance for all children			Airlie Fife	Jul 2016	
18.1	Appoint a lead officer to undertake data collation and analysis of absence and exclusions	Termly data analysis identifies absence and persistent absence by	94% attendance for Primary and Secondary wide	Mike Wheeler	Jul 2015	

Ref	Action	Outcome	Improvement Measure	Lead(s)	Date Due	Status
	Deliver joint multi-agency responses to patterns of absence and areas of need	area, school and pupil groups to support targeted intervention	95% attendance for Primary and Secondary wide	Mike Wheeler	Jul 2016	
18.2	Organise a series of truancy sweeps with multi-agency partners	Raised profile amongst families and young people of the importance of attending school	94% attendance for Primary and Secondary wide	Mike Wheeler	Jul 2015	
			95% attendance for Primary and Secondary wide	Mike Wheeler	Jul 2016	
19	Ensure that the quality assurance function within the Independent Reviewing Officer (IRO) service enables IROs to comply with the requirements of the IRO handbook to monitor the effectiveness of social work practice in meeting children's needs			Fiona Tudge	Jul 2016	
19.1	Review IRO caseloads in line with IRO handbook and act on findings	Caseloads of 70 per IRO, consistent with national guidelines	Over 60% of cases are 'good' or 'outstanding' according to grade descriptors	Fiona Tudge	Jul 2015	
			Over 80% of cases are 'good' or 'outstanding' according to grade descriptors	Fiona Tudge	Jul 2016	
19.2	Consistently record concerns and disputes in child's electronic file	IROs evidence action where disputes or concerns are identified	Audited cases rated as less than good demonstrate appropriate IRO challenge	Fiona Tudge	Jul 2015	