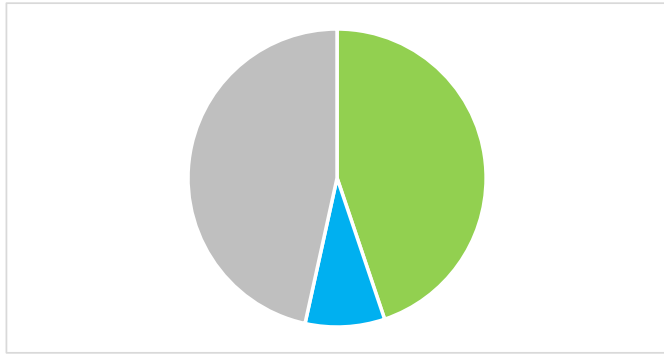


Children's Services Improvement Plan 2023 - 2025 Dashboard

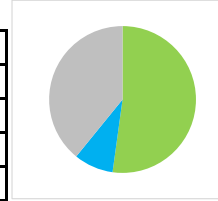


Improvement Plan 2023-25

Red	0	Overdue / risk preventing delivery to time and / or quality
Amber	0	Issues impacting on timescale for delivery
Green	26	On track for delivery
Blue	5	Completed
Grey	27	Not started, baseline being set

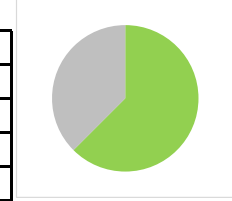
1. Help and Protection

Red	0
Amber	0
Green	12
Blue	2
Grey	9



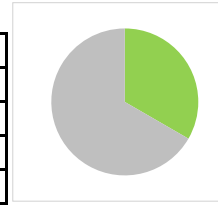
2. Children in Care

Red	0
Amber	0
Green	5
Blue	0
Grey	3



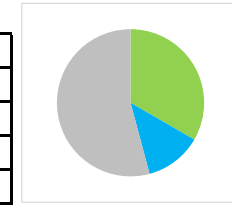
3. Care Leavers

Red	0
Amber	0
Green	1
Blue	0
Grey	2



4. Leadership

Red	0
Amber	0
Green	8
Blue	3
Grey	13



Children's Services Improvement Plan 2023 - 2025

Ref	Area for Improvement	Source	Actions	link / dependency	Owner	success measure / outcome	by when	RAG
Theme 1: Improving the experiences and progress of children who need help and protection								
1.01	The timeliness and consistency of threshold decisions to ensure children receive timely and proportionate support. (ILACS Key Area for Improvement)	ILACS	Develop an operating protocol, in line with our practice model and threshold document, to ensure consistency of practice in relation to triage and decision making from contact to referral and assessment. To include review of the role of the First Assessment Service Social Work pod in the pathway.	Islington SLIP	Tara Parsons	Quality Assurance and audits show children supported at correct thresholds and receiving timely support. Reduction in repeat referrals and NFA referrals. Improved timeliness measures for children - visits, assessments, plans and reviews	Oct-23	Grey
			Launch and embed new threshold document - launch April 2023, develop training plan, develop QAF / oversight process to understand implementation across FAS, Area Team and, FIF	KBSP plan	Tara Parsons	Reduction in NFA contacts by partners Audit identifies that threshold decision making across the service is consistent	Oct-23	Green
			Work with Asylum team to develop their capacity and capabilities to undertake s17 assessments for families with NRPF to ensure compliance with case law		Becky Lewis/Anne Farmer	New Social Work post for children with NRPF is established across the asylum team and children's social care All children with NRPF have a current s17 assessment	Oct-23	Green
1.02	The timeliness and consistency of child protection strategy meetings when children may be at risk of significant harm (ILACS Key Area for Improvement)	ILACS	KBSP to commission multi-agency independent system analysis to inform a multi-agency system model including review of partners resources for	link to operating protocol work	Becky Lewis	System analysis undertaken May 23. Secured partnership commitment to joint working model for child protection aligned to	Jul-23	Grey
			Agree the remit for strategy discussions at First Assessment Service, expecting majority of strategy meetings are held and coordinated in area social work teams		Tara Parsons	Quality Assurance demonstrates improved timeliness and consistency of Strategy Discussions	Nov-23	Grey
1.03	The consistency and effectiveness of assessments and support to children living in private fostering arrangements. (ILACS Key Area for Improvement)	ILACS	Private fostering awareness raising campaign through delivery of Children and Families Practice Week		James Beardall / Tara Parsons / Becky Lewis	Promotion of new Private Fostering Materials across the service leads to increased workforce confidence Number of private fostering contacts increase	Jun-23	Green
			Review private fostering practice procedure, including joint working		Tara Parsons/Amanda Braund	Quality Assurance arrangements incorporate private fostering considerations	Jun-23	Green
			Introduce revised management oversight arrangements for children moving into private fostering arrangements		Tara Parsons	Quality Assurance demonstrates good quality assessments for children in private fostering arrangements	Jun-23	Green
			Review business support systems and processes for private fostering checks	Transformation	Amanda Braund	Corporate business support arrangements support efficient processes	Oct-23	Grey
1.04	The timeliness of initial health assessments for children coming into care. (ILACS Key Area for Improvement)	ILACS	Develop and agree IHA process, including notification and inputting information on LCS		Katrina Murphy / Maria Finalayson	Joint IHA process agreed and in place	Jun-23	Green
			Update CSCA manual and training alongside review of CSCA capacity		Katrina Murphy / Maria Finalayson		Jul-23	Grey
			Provide LCS access to CIC nurses		Katrina Murphy / Maria Finalayson		complete	Blue

Ref	Area for Improvement	Source	Actions	link / dependency	Owner	success measure / outcome	by when	RAG
			Initiate monthly oversight meetings with BCC and Sirona to monitor performance of process		Katrina Murphy / Maria Finalyson	Embedded and effective oversight arrangements	in place	Blue
			Through Corporate Parenting Panel, ensure appropriate allocation and management of health resource		James Beardall	All children receive a health assessment within statutory timescales (KPI)	Mar-24	Grey
Improving our Front Door								
1.05	Development of MASH (working with police, health and key partners), to ensure timely decision making	ILACS	Implement MASH development plan, including : - partnership agreement for resourcing - processing of ambers in timescale through MASH - operating model (co-location, in person, roles etc) - application of public task processing basis as part of National ISA pilot (this will impact whole service - particularly FIF) - Review of DIRM arrangements	KBSP plan	Tara Parsons	More decisions for children being made via MASH. Improved timeliness for Amber contacts	Dec-23	Green
1.06	Communication and understanding of consent with families	ILACS	National pilot site for implementing national information sharing agreement with focus on public task processing basis		Becky Lewis/Sophie Gowns	Adoption of the new National Information sharing agreement Revision of LCS to enable clearer recording of data processing implemented	Nov-23	Green
1.07	The response to children aged 16 and 17 who are homeless, including assessments of immediate vulnerability and joint housing assessments.	ILACS	Embed joint protocol, including joint assessment and resource allocation. Recommissioning housing pathway (inc. homelessness pathway for young people)	Transformation	Gail Rogers / Jane Houben	Clear pathway for young people which professionals can follow. Young people's housing pathway is re-commissioned with new service in place.	Oct-24	Green
Improving our Early Help services								
1.08	Early help support driving progress at a sufficient pace for all children	ILACS	Improve consistency of quality of assessment enabling swifter triage process	Islington SLIIP	Kirsten Carr/ Tara Parsons	Consistent appropriate allocations to FIF, simplified triage process	Oct-23	Grey
			Develop further evidence-based approaches and consistent early help practice models in Families in Focus and family hubs	Family hubs	Kirsten Carr	Continued development of practice leading to progress against planned outcomes and swifter escalation when needed.	Mar-24	Grey
1.09	Timeliness / recognition for children experiencing neglect	ILACS	Review consistency and application of Graded Care Profile for Neglect 2 (GCP2) in FIF service	Threshold development work	Becky Lewis/Kirsten Carr	GCP2 is used consistently across the service to inform threshold decision making in FIF and support intervention and outcome monitoring	Mar-24	Green
Improving our Area Children's Social Care Services								
1.10	Timeliness of CIN Plan Reviews	ILACS	Focus on timeless and quality for CIN through regular practice conversations and improved performance monitoring	Workforce sufficiency	Tara Parsons	Improved CIN Review Timeliness seen in performance connections	Sep-23	Grey
1.11	Ensuring CP Plans are timebound and measurable	ILACS	Workforce development focus for CP Conference Service and monitored through quarterly quality assurance arrangements		Becky Lewis	Child Protection Next Steps are audited and found to be consistently good (70% and above)	Mar-24	Green
1.12	Personalisation of PLO letter	ILACS	PLO letter exemplars to be developed by Practice Development Social Workers and included in procedures manual		Becky Lewis	PLO letters used in service are accessible, clear and aligned to systemic practice model so families understand what is expected of them including collaborative approach	Dec-23	Green

Theme 2: Improving the experiences and progress of children in care

Ref	Area for Improvement	Source	Actions	link / dependency	Owner	success measure / outcome	by when	RAG
2.01	Timely assessment interventions under the Care Act to ascertain eligibility trajectories for young people and children in care, as they transition into adulthood.		Commission Internal Audit of children's pathway to adult services		James Beardall	Audit report provides improved understanding of existing pathway and recommendations for improvement	Jun-23	Green
			Restructure of (Pathway to Independence and Preparing for Adulthood Teams) into Young Adults Transitions Service (YATS) to create additional capacity, increase efficiency, tackle backlogs and identify transition needs of young people through timely assessments under the Care Act framework.	Transformation	Claudine Mignott	New team operational, with roles and responsibilities clearly established.	Jun-23	Green
			Develop and pilot a new pathway supportive of the child in care experience and the need to identify eligible Care Act needs early during transition, through a transitional Safeguarding lens.	Transformation	Claudine Mignott	Children in care who require it, can access a timely assessment to ascertain eligible care needs. KPI - % Care Act Assessments in place for eligible children in care when they reach 18 yrs.	Jul-23	Grey
2.02	Further development of the children seeking asylum seeker service	ILACS	Implement the plan for increased capacity of the specialist children seeking asylum team to enable allocation on arrival		James Beardall	New team in place/operational and children receiving 'good' service	Mar-24	Grey
2.03	Improve timeliness of PEPs and targeted help for education for children seeking asylum	ILACS	EPEP now active for tracking 3 PEPs per year. Increased Virtual School SLT oversight for timeliness of initial PEP for all children new to care with children seeking asylum identified and highlighted. Progress of PEP completion reviewed weekly via EPEP system and any children seeking asylum at risk of a delayed PEP identified and escalated to social care, virtual school advocate and education setting.		James Gregory / Zoe Heywood	Every child seeking asylum has an up to date and timely PEP with appropriate support identified in the action plan.	Sep-23	Green
2.04	Oversight and decision making for children's permanence	ILACS	Deliver a task and finish Permanency Project to refresh practice and update policy		James Beardall / Tara Parsons	Project team established and project scoped (April 23). Project actions delivered (Oct 23). Permanency strategy and practice guidance refreshed and oversight arrangements embedded	Oct-23	Grey
2.05	Quality and timeliness of life story work for children in care	ILACS	Life Story Strategy developed to include practice guidance, training offer, workforce offer, and support for foster carers		James Beardall	As they grow up children understand their history and feel they know about the significant people in their lives.	Apr-24	Green
			Include Life Story training as part of workforce development offer and role out to all social workers	Workforce development funding through L&D	Becky Lewis	Proportion of staff trained in evidence-based interventions supporting life story work is increased to 75%	May-24	Green
Theme 3: Improving the experiences and progress of care leavers								
3.01	Equitable offer for care leavers living outside Bristol	ILACS	Project to deliver phase 2 of regional care leaver offer to create equitable regional offer		James Beardall	Care experienced young people receive a fair and comparable offer where ever they live in the South West.	Mar-24	Green

Ref	Area for Improvement	Source	Actions	link / dependency	Owner	success measure / outcome	by when	RAG
3.02	Housing offer for care leavers - inc. out of custody pathway	ILACS	Include out of custody pathway within recommissioning housing pathway, SHAP funding	Transformation	Gail Rogers / Carmel Brogan	Young People have identified housing provision on release from custody	Oct-24	Grey
			With Housing Board, develop provision to meet demand, including new build and options with registered landlords	Transformation	Gail Rogers / Carmel Brogan	Increase in % conversion to HSR for care leavers No young people over 18yrs remain in Children's commissioned provision paid for from CSC budget	Sep-24	Grey
Theme 4: Improving the impact of leadership on our work children and families								
4.01	The effectiveness of some aspects of joint working with partner agencies, in particular health and the police. (ILACS Key Area for Improvement)	ILACS	Carry out governance review to ensure effective LA engagement and influence within partnership and commissioning arrangements	Transformation	Graham Wilkie / Gail Rogers		Oct-23	Grey
			Via Corporate Parenting Panel and ICB, work with health partners to secure statutory duties, including IHA, CL mental health offer, CAMHS offer etc	Transformation	James Beardall / Gail Rogers		Dec-23	Grey
			Via LGA, jointly review KBSP executive capacity and commitment to safeguarding	Transformation	Becky Lewis	Safeguarding partnership governance supports joint decision making and leadership with new MOU in place	Jul-23	Green
4.02	Mental health offer for care leavers	ILACS	Partnership review of the mental health offer for children in care and care leavers including a quality review of the CCHP contract		Gail Rogers	Provision map with existing mental health offer and assessed quality of that offer. Work with ICB/AWP to improve the mental health offer for children in care and care leavers	Mar-24	Grey
4.03	Joint Investigative work incl. ABE training	ILACS	Establish multi-agency ABE protocol for area social work teams and police		Becky Lewis	Increase in social workers attending ABES. Increase in social workers involvement in placement for ABES.	May-24	Green
4.04	Welfare and safety of children who are CME and EHE, including information sharing and joint processes across Children and Education services	ILACS	Develop joint working protocols across children and education services for vulnerable children who are EHE and CME, including use of shared data and workforce development	Transformation	Vanessa Davies / Tara Parsons		Mar-24	Grey
			Deliver Virtual School Extended Duties action plan - introducing better joint process, workforce development, and partnerships with schools to improve attendance and outcomes for children with a social worker or with Early Help	Transformation	Fiona Tudge / Reena Bhogal Welsh		Apr-24	Grey
			Integration of education resources across children's and education services to have a coherent model for engaging with schools in localities about our most vulnerable children	Transformation	Fiona Tudge / Reena Bhogal Welsh		Oct-23	Grey
4.05	The reliability and effectiveness of performance management and quality assurance arrangements (ILACS Key Area for Improvement)	ILACS	<i>This area for improvement is responded to via actions 4.06 - 4.08</i>					
4.06	Oversight and data for children at risk of EFH, including missing process and oversight	ILACS	Ensure children at risk of EFH are flagged on the system – via data quality QA exercise	Islington SLIP	Kirsten Carr / Tara Parsons		Jun-23	Grey

Ref	Area for Improvement	Source	Actions	link / dependency	Owner	success measure / outcome	by when	RAG
			Agree strategic oversight arrangements, including reporting, for high risk children for leadership team		Kirsten Carr		Jun-23	Grey
			Develop single identification process for children experiencing EFH rationalising existing resources across the partnership. Embed this within new exploitation strategic partnership triage and assessment process.	Transformation	Kirsten Carr			Grey
4.07	Performance management arrangements for leadership oversight	ILACS / CSIP c/f	Develop divisional and service level performance scorecards and reporting arrangements	Islington SLIP	Guy Collings	Review existing arrangements and identify new or amended requirements Draft (with service) and implement new dashboards	Aug-23	Green
			Develop suite of data reports to enable understanding and oversight of the system and improved demand modelling,	Power BI development /Transformation	Guy Collings	Go live of itelligent-i insight work packages x8 Take up of insight packages by service Evidenced use of insight to improve outcomes/performance	Oct-23	Green
			Agree corporate data and performance offer to support effective oversight and performance management arrangements	Islington SLIP	Guy Collings	Resource linked SLA in place	Jun-23	Grey
4.08	Oversight of children in unregistered provision	ILACS	Practice direction for oversight of children in unregistered provision strengthening visiting and oversight expectations – agreed and issued and published on procedures manual		James Beardall	No Children are living in unregistered homes	in place	Blue
			Weekly director’s oversight meeting with HoS, inc. provision plan for child, and visiting frequency / timeliness		Fiona Tudge		in place	Blue
			Develop and implement Commissioning Team procedure for quality assurance of unregistered provision – including experience of child. Oversight arrangements for this		Gail Rogers	QA and voice of child to take place in line with practice direction for every child in unregistered provision	Oct-23	Grey
4.09	Recruitment and Retention of social workers	ILACS / CSIP c/f / Transformation	Pilot International Social Work Programme	Transformation	Becky Lewis	15 International social workers recruited and on	Apr-24	Green
			Pilot Bursary Scheme to retain social workers	Transformation	Becky Lewis	8 student social workers supported into the organisation and retained in practice	Apr-23	Blue
			Review pay and reward for social workers to ensure conditions are competitive with the regional market	Transformation	Becky Lewis	Increase in applications for social work role Reduction in turnover of social work posts	Apr-24	Green
4.10	Quality of supervision / mgt oversight	ILACS	Address management capacity in new operating model to implement standardised expectation of span of control/line-management numbers	Transformation	Fiona Tudge		Apr-24	Grey
			Review supervision and management oversight policy and consider implementation of standardised management oversight/recording form on LCS/EHM	Transformation - management capacity	Becky Lewis	Percentage of children with management oversight graded G or O is >75%	Jan-24	Green

Ref	Area for Improvement	Source	Actions	link / dependency	Owner	success measure / outcome	by when	RAG
4.11	Corporate Parenting arrangements	LGA Peer challenge	Deliver LGA recommendations - key deliverables, Revised CPP arrangements, agreed directorate and key partner offers for CIC and care leavers and foster carers		James Beardall	Corporate Parenting is more visibly seen in the Council's 'DNA' through systems leadership and enhanced offers across the city. Cross Directorate Service Plans include Corporate Parenting actions and offers	Jan-24	Green
4.12	Voice of children	CSIP c/f	Review co-production, engagement and participation arrangements to improve strategic understanding of experiences of children and service design	Transformation	Fiona Tudge/Becky Lewis		Apr-24	Grey