

No.	Priority Action/ Recommendation	Impact - What will success look like?	Action	Timescale	Lead	Performance Management Framework	Measure	Link Plans	Governance
PA1	The timeliness and effectiveness of social work practice and interventions to safeguard children from harm	<p>All children in need of help and support will receive the right intervention at the right time, and delivered to the right quality. There will be no drift and delay in ensuring all children are kept safe, and none are left at risk of suffering further harm.</p> <p>Children will experience timely progression through the social care system. There will be reductions in the average length of time at CIN and CP, and reductions in re-referrals, repeat assessments, CIN, CP and LAC interventions. Where necessary step down and step up will be prompt and responsive to both initial concerns, and critical incidents and changed circumstances in open cases. This response will be evidently aligned to the child's developmental time frame.</p>	<p>Establish monthly CIN Plan Progress and Tracking Meeting to:</p> <ul style="list-style-type: none"> ■ Monitor quality of practice and data accuracy ■ Track timeliness of assessment planning and reviews, and frequency of visits ■ Review workloads across the service ■ Ensure appropriate application of thresholds through robust Head of Service review of all CIN Plan cases at key checkpoints (9 months, 15 months and 18 months) 	Complete	Director - Children and Families	<p>Performance & Practice Oversight Group Reports</p> <p>Performance Data Reports</p> <p>Audit Reports</p> <p>CIN Plan Review/CP Chair Escalations</p>	Reduction in average length of assessment	<p>Workforce Development Strategy</p> <p>Quality Assurance Framework</p>	<p>Performance & Practice Oversight Group</p> <p>Children & Families Management Group</p>
			<ul style="list-style-type: none"> ● Develop checkpoints guidance to focus on: <ul style="list-style-type: none"> ● The immediate safety of the child ● Are changes happening quickly enough? ● What is the impact on the long term wellbeing of the child? ● Who is championing the voice of the child? 	Complete			Re-referral rates at or below SN average		
			Review all CIN Plan cases over 18 months to ensure any drift and delay is robustly challenged and where necessary appropriate action is taken immediately	Complete			Reduction in average length of Time on CIN Plans		
			Review all CIN Plan cases over 9 Months to ensure any drift and delay is robustly challenged and where necessary appropriate action is taken immediately	Complete			Repeat CP Plans at or below SN average		
			Staff engagement & identification of priority practice development areas	Complete			CP Plans over 2 years at or below SN average		
			Distribute briefing to all staff on assessing parental capacity to change	Complete			CP Plans under 3 months at or below SN average		
			Refresh, disseminate and implement Practice Guidance - case review, assessment, transfer, and allocation policies - to include critical review timescales and proportional assessment target setting inc. 15 day proportional assessment checkpoint.	End June 2019			Reduction in length of time between assessment, (inc. assessment following significant change in circumstances) and escalation or entry into care, or de- escalation.		

			<p>Develop and deliver mandatory practitioner and manager training on:</p> <ul style="list-style-type: none"> • Outcome focussed, goal oriented practice • Assessment of parental capacity to change • Use of chronologies • Child's developmental timescales 	<p>Develop - End Apr 2019 - Complete</p> <p>Deliver - End July 2019</p>					
			<p>Identify baseline and embed in routine audit analysis thematic reviews of:</p> <ul style="list-style-type: none"> • Outcome focussed, goal oriented practice • Assessment of parental capacity to change • Use of chronologies • Awareness of child's developmental timescales 	<p>End June 2019</p> <p>Quarterly</p>					
			<p>Develop good practice exemplars to share with practitioners</p>	<p>Complete</p>					
			<p>Establish and embed routine peer challenge and review process to provide peer level constructive challenge and shared learning</p>	<p>TBC</p>					
PA2	<p>The quality and effectiveness of managerial oversight and supervision to ensure that children's circumstances improve within their timeframe.</p>	<p>Management oversight and decision making for children is timely and decisive, informed by accurate, comprehensive management information and current knowledge of the progress of the child.</p> <p>Effective action focussed case planning leads to efficient progress and improvement, or prompt review with a clear rationale for changes where progress is not in line with the child's timeframe.</p>	<p>Revise the Quality Assurance Framework including management oversight and audit mechanisms, to include new review process and strengthen emphasis on long term child and family history; child's developmental timescales; and goal oriented practice.</p>	<p>End June 2019</p>	<p>Heads of Service</p>	<p>Performance & Practice Oversight Group Reports</p> <p>Audit Reports</p>	<p>Audit reports report 100% evidence of management oversight</p> <p>Reduction in length of time between assessment, (inc. assessment following significant change in circumstances), and escalation or entry into care, or de-escalation</p>	<p>Quality Assurance Framework</p>	<p>Performance & Practice Oversight Group</p> <p>Children & Families Management Group</p>
			<p>Revise casework audit tool in line with changes to the quality assurance framework</p>	<p>Complete</p>					
			<p>Establish and embed Service Manager Case Review Programme, and meeting structures, to ensure cases at key points have senior manager oversight to ensure cases are progressed in a timely manner.</p>	<p>End June 2019</p>					
			<p>Develop and introduce performance management information system to monitor and track the regularity of management oversight of cases</p>	<p>Complete</p>					
			<p>Commission external review of management oversight</p>	<p>End Jun 2019</p>					

			Complete review of Service Manager role, function and capacity	End Jun 2019					
R1	Children's daily lived experiences to be central to all work	The voice, views and lived experience of the child will be clear and apparent in all decision making. Children, where able, will have a clear understanding of why they have a social worker, and are shaping their own plans and associated actions.	Revise unit meeting agenda template to include child's lived experience as first item for each case discussion	Complete	Heads of Service	Monthly Audit Report CP Chair/IRO Monitoring Reports	Children & young people self-report positive engagement with practice Audit reports show 100% evidence of the child's voice, views and lived experience as central to the development of assessments, plans and recording overall. Increasing quality of engagement and participation of children and young people in CIN Plan Review, Case Conferences and LAC Reviews	Quality Assurance Framework	Performance & Practice Oversight Group Children & Families Management Group
			Develop and deliver Unit Coordinator training programme, inc. recording of child's lived experience	Develop - End May 2019 - Complete Deliver - End Jun 2019					
			Revise case recording, assessment and plan templates to more clearly and consistently articulate the child's lived experience	End Jun 2019					
			Develop age appropriate 'writing to/for children' development package, inc. support from Speech and Language Therapy and Designated Safeguarding Leads to develop this	End Jun 2019					
R2	The application of thresholds to protect children on child in need plans when risks escalate or children's circumstances do not improve within children's timeframes	Children and young people will experience a timely response to their changing needs. Plans and assessments are clear so that practitioners are able to quickly identify when risks increase or children's circumstances don't change, and action is taken to ensure a more robust level of intervention is in place.	Establish Monthly CIN Plan Progress and Tracking Meeting	Complete	Head of Service - Safeguarding and Learning & Head of Service - Family Intervention and Support Service	Performance & Practice Oversight Group Reports Performance Data Reports Audit Reports CIN Review/CP Chair Escalations	Reduction in average length of CIN Plans Reduction in length of time between assessment, (inc. assessment following significant change in circumstances), and escalation or entry into care, or de-escalation. Repeat CIN & CP Plans at or below SN Average	Quality Assurance Framework	Performance & Practice Oversight Group Children & Families Management Group
			Share assessment of parental capacity to change guidance with partner agencies	Complete					
			Jointly develop and deliver multi-agency engagement programme on understanding goal setting, progress, thresholds and the child's timescales., inc. focus on multi-agency challenge and escalation. To include police, health, education, voluntary & community groups, and other key stakeholders	End June 2019					
			Share clear guidance with Independent Chairs to ensure there is a consistent approach to monitoring the progress of plans between conferences	Complete					
			Adapt the structure of Child Protection conferences to ensure conferences start with a summary of the impact for the child, and the child's lived experience is at the centre of the process	Complete					
			Ensure a manager chairs the third CIN Plan Review meeting, and any subsequent reviews if the case remains open	Complete					

			Deliver refresher training to social work practitioners on application of thresholds and the child's developmental timeframe	Complete					
R3	Performance data regarding the timeliness and impact of social work practice to improve children's circumstances	Improved performance management information will increase effective frontline management of casework, and senior management oversight and ability to effectively self-evaluate and identify areas for targeted improvement activity, leading to timely progression of plans and better outcomes for children.	Roll-out of new live performance reporting system	Complete	Business Development and Support Manager	Performance & Practice Oversight Group Reports	Increased assurance that visits are taking place within expected timescales		Performance & Practice Oversight Group
			Evaluate system impact and effectiveness	End June 2019					
			Secure continuing ICT and provider support and investment to further develop data quality and accuracy tools for routine scrutiny	End June 2019					
			Review performance information framework and structure	End Jun 2019					
			Implement recommendations from review	End Jul 2019					
						Performance Data Reports	Staff and manager feedback increased management oversight and scrutiny through use of performance data	Children & Families Management Group	
							Reduction in average length of assessment		
							Reduction in length of time between assessment, (inc. assessment following significant change in circumstances), and escalation or entry into care, or de- escalation.		
							100% compliance with review timescales		
							All levels of management report consistent use of effective performance management systems		
R4	Plans to be more specific and detailed about what needs to change and by when	Children and young people will be safer and will see effective change in their family and lives. Families are clear about what needs to change and by when. Goal oriented practice, plans and recording will lead to timely intervention, effective decision making and case progression. Multi-agency development of plans will increase shared ownership of delivery, including with children and families. Stronger and better tracked action focussed case planning will improve the evidence base for court proceedings where necessary.	Development sessions with Unit & Service Managers on supporting staff to improve outcome focussed, goal oriented practice	End Jun 2019	Heads of Service	Performance Data Reports	Audit reports report 100% evidence of action focussed planning	Workforce Development Strategy	Performance & Practice Oversight Group
			Joint development programme with key partners on evidencing change and understanding child's developmental timelines, including consultation with CAF/CASS and Courts as part of the development of this programme	End Jun 2019					
						Audit Reports	Children, young people and families self-report better understanding the reasons for intervention and of what needs to change and why.	Quality Assurance Framework	LSCB
							Reduction in number of Supervision Orders		Children & Families Management Group
R5	The greater consideration of men, including abusive partners, in risk assessments.	Children and young people will suffer less emotional and physical harm due to being victims of, or witness to DV&A. Children and young people will benefit from the active involvement of fathers in their lives,	Develop and implement new safeguarding agreement template and safety plan templates for work with perpetrators and victims of DV&A - and associated guidance	Complete	Heads of Service	Performance Data Reports	Children and young people and victims self-report positive improvement in wellbeing and perceptions of safety	Workforce Development Strategy	Performance & Practice Oversight Group
								Quality Assurance	Children &

		but will be protected from any risks from male figures in the family and these risks will be well understood. Any risks will be addressed and minimised.	Develop and implement new risk assessment guidance for working with perpetrators	End June 2019			post-intervention	Framework	Families Management Group
			Develop 'child contact' risk assessment tool for use in court proceedings	Complete			Reduction in DV&A related re-referrals		
			Pilot co-location of Domestic Abuse and Intervention Service (DAIS) Intervention Officer within CIN Teams, including pilot consultation DAIS officer for Unit Meetings	Complete			Reduction in DV&A as primary CP concern Increased perpetrator participation in behaviour change interventions		