

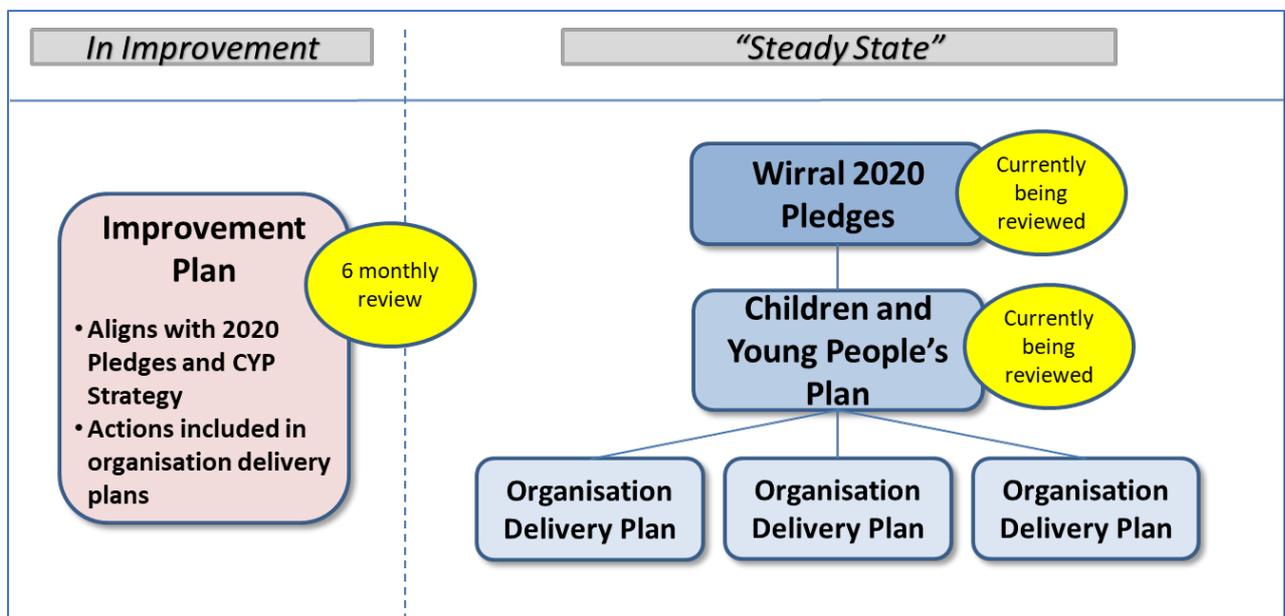
**Wirral Children and Young People's Improvement Plan
2017-2019
Update April 2018**

Happy Safe Achieving: Only the best for our Children

1.0 Introduction

- 1.1 The Wirral Improvement Plan was last updated in September 2017. It was agreed that it needs to be a “live” document which is reviewed and updated on a regular basis to ensure improvement activity reflects progress made and outstanding priorities.
- 1.2 This document is the first six-monthly review of the Improvement Plan and outlines the changes which have taken place and the priorities for the next six months.
- 1.3 Reviews are also underway of the partnership’s Wirral 2020 Pledges and also of the Children and Young People’s plan, the latter being based on the intelligence gained from the Joint Strategic Needs Assessment. The Improvement Plan sits alongside these two key strategies, as well as partners own delivery plans, and provides a focus on the task and finish improvements needed to address the recommendations from the Ofsted inspection and subsequent monitoring visits.

Improvement Plan context



2.0 Review of the last six months

2.1 There are a number of changes and areas of progress over the last six months which influence the Improvement Plan. These are:

2.2 Inspection Feedback

Feedback has been received from the Ofsted Inspections from December 2017 (Children Looked After) and March 2018 (Integrated Front Door - IFD). Feedback on CLA identified that the Council was starting to show signs of progress in improving services for children looked after, albeit after a slow start. The direction of travel is positive, and there is an understanding of the scale of improvements still to be made. However, there are still improvements required to provide good, child-

centred practice in every case and particularly that the quality of assessment, planning and review needs to be improved.

The March Ofsted Inspection Feedback identified good progress in the improvements and effectiveness of new arrangements in the Integrated Front Door, with further work required on core social work practice.

Feedback from the DfE review in February also identified signs of progress including more manageable caseloads, the early impact of the Supporting Families Enhancing Future programme, and a stronger approach to performance management, quality assurance and reflective practice. The review identified the need to ensure improvements are embedded and sustained, and particularly that consistent standards are applied across all services in the Council and partners.

Performance Management and Quality Assurance

- 2.3 The partnership approach to performance management has been reviewed and a new integrated approach agreed between the Improvement Board and Wirral Safeguarding Children's Board. Use of the Databook has become embedded and provides a good foundation for tracking progress, with the addition for 2018/19 of data on early help and intervention.

A year end performance review has been undertaken for 2017/18 and showed the following:

- Improvement and stability in the quality and impact of services for Care Leavers
- A steady rate of referrals, in line with comparator authorities
- A consistent and significant reduction in the rate of children on child protection plans since September 2017, below that of our statistical neighbours. This needs to be reviewed and understood in relation to CIN and CLA numbers.
- A significant increase in the numbers of Children Looked After, going from 778 in April 2017 to 838 at year end.
- Below target assessment completion rates – finishing the year at 78.9% compared to statistical neighbour averages of 94.4% - 84.4%
- The social care staffing establishment has increased from 213 posts in April 2017 to 281 in March 2018. This has provided sufficient capacity to support average caseloads of 17-18, although vacancies have not always made this possible.
- The recruitment campaign, including converting agency to permanent staff, has made some improvement with 28 agency workers converting to permanent positions. Looking ahead to 2018/19 reducing both vacancy and agency rates remains a priority.
- Long-term sickness also remains high, particularly due to mental health, and targeted work is in place to reduce this.

Delivery of Improvement Actions

- 2.4 The September 2017 Improvement Plan included an action plan with a range of activities to be delivered through Sprint methodology. Some of these activities have been delivered, some have developed into full-scale projects, and others are still underway. The action plan has been updated to reflect progress to date, and restructured around types of activity rather than the improvement themes, in order to make it more user-friendly to scope and track (**see Appendix One**).

3.0 Improvement Priorities for the next six months

3.1 Reflecting on progress and changes over the last six months, the priorities for the Improvement Plan are:

1. Embed the positive progress made in:
 - a. Services for Care Leavers
 - b. New arrangements in the IFD
 - c. SFEF
2. Continue to focus on core practice improvement with a refreshed approach partnering with Knowsley Council, to improve practice on a systematic basis for each stage of the Child's journey.
3. Continue to focus on safely reducing the numbers of Children Looked After
4. Implement a new approach to attracting and recruiting the workforce required
5. Undertake a review of school provision across Wirral to ensure it is aligned to need, particularly in providing support for vulnerable children and those requiring specialist services.

3.2 These priorities have been reflected in the updated Action Plan **at Appendix One.**

3.3 Alongside delivery of the Improvement Plan, strategic improvements to joint planning and commissioning of services for children and families will be developed through the review of the Wirral 2020 pledges and the new Children and Young People's plan.

4.0 Tracking Progress on the Improvement Plan

4.1 The Improvement Board will continue to receive monthly performance reports using information from the Databook, and also progress on delivering the Action Plan.

Workstream 1 - Practice Improvement		
Activity	Lead	Milestones
Child's journey practice improvement programme	Joe Bannham - Head of Practice Improvement	<ul style="list-style-type: none"> - Agree improvement programme next phase 31/05/18 - Roll-out practice improvements systematically across services reflecting the child's journey 31/05/18 – 30/09/18 - Audit team coaching managers on reflective practice in audit – underway from 31/03/18 - Practice Improvements via practitioners' forum underway 31/03/18 with stocktake by 30/09/18. Focus on: <ul style="list-style-type: none"> - frontline direct work - chronologies and genograms
SFEF roll-out and evaluation	Kerry Mehta - Head of Safeguarding	<ul style="list-style-type: none"> - Targeted training on use of portal to begin 01/05/18, and update to WSCB 30/09/18 - SFEF evaluation completed 31/12/18 - SFEF Practice Lead appointed by 30/06/18
Reducing CLA and placement costs	Ian Godfrey - Senior Manager Children Looked After	<ul style="list-style-type: none"> - Discharge team completes 40 discharges by 31/07/18 - Edge of care panel established by 16/04/18 - Sufficiency strategy completed by 31/05/18
Fostering action plan	Ian Godfrey - Senior Manager Children Looked After	<ul style="list-style-type: none"> - Panel Chair appointed by 30/01/18 - Changes to Regulation 24 approval process by 31/3/18 - New fostering recruitment campaign launched by 30/4/18 - 30 additional foster carers recruited by 31/3/19 - Service restructure pilot by 30/04/18 - Final service restructure implemented by 31/07/18

Workstream 2 - Education Improvement		
Activity	Lead	Milestones
School provision review	Sue Talbot - School Commissioner	<ul style="list-style-type: none"> - Scoping paper for root and branch review of education provision for SEND agreed 30/04/18 - Consultation process commissioned 30/06/18 - Changes implemented 31/09/18
School attendance strategy	Sue Talbot - School Commissioner	<ul style="list-style-type: none"> - Independent review of ESW service 30/04/18 - Consultation around changing the service 30/06/18 - Consultation with headteachers re. Attendance Strategy 31/07/18 - Attendance Strategy implemented 31/03/19
SEND strategy and action plan	Sue Talbot – School Commissioner	<ul style="list-style-type: none"> - Initial consultation with key partners re. LA strategy for SEND 30/06/18 - Draft strategy produced in the light of consultation shared with partners – amendments made and strategy completed 31/10/18 - Strategy signed off by SLT and presented to SLT and Cabinet 31/12/18

Workstream 3 - Workforce stability		
Activity	Lead	Milestones
Senior Management restructure	Paul Boyce – Director for Children	<ul style="list-style-type: none"> - Senior management structure agreed 31/5/18 - Senior management structure in place 30/6/18
New recruitment programme	Carly Brown - Head of Quality, Performance and Improvement	<ul style="list-style-type: none"> - New recruitment programme scoped and resource agreed 30/4/18 - Recruitment programme begins 1/6/18
CYPD Cost Model	Carly Brown – Head of Quality, Performance and Improvement	<ul style="list-style-type: none"> - New delivery model fully costed 30/06/18
Training and Development	Carly Brown – Head of Quality, Performance and Improvement	<ul style="list-style-type: none"> - Core social care training programme agreed. To begin 01/11/18 - Social work Core Management Training – underway 2 year rolling programme - Reflective Supervision and Coaching for Social Work Managers agreed – 2 year rolling programme to be delivered by Research In Practice start 01/11/18
Reducing sickness	Carly Brown – Head of Quality, Performance and Improvement	<ul style="list-style-type: none"> - Priority cases next review for appropriate stages and baseline agreed 30/04/18 - Absence management training completed for all managers 30/04/18 - Quarterly review 30/06/18

Workstream 4 - Delivery Model		
Activity	Lead	Milestones
Future Delivery model	Paul Boyce – Director for Children	<ul style="list-style-type: none"> - External review of potential delivery models 31/12/18 - Development of joint commissioning framework with partners 31/03/19 - Decision on future delivery model 31/03/19 - Implementation of new model 31/03/20
Assessment Service	Simone White - Deputy Director	<ul style="list-style-type: none"> - Assessment service operational 16/04/18 - Review and evaluation of first phase 30/06/18
New locality model	Simone White - Deputy Director	<ul style="list-style-type: none"> - New locality model designed and agreed 31/05/18 - New locality model implemented 30/06/18
Joint commissioning hub	Carly Brown - Head of Quality Performance and Assessment	<ul style="list-style-type: none"> - Joint commissioning hub operational 30/09/18 - Agreed management of children’s joint commissioning framework by Hub 31/03/19
All age disability service	Lynn Campbell - Senior Manager Child Protection	<ul style="list-style-type: none"> - All age disability service operational 30/06/18 - Service reviewed 31/03/19
Regional Adoption Agency	Ian Godfrey - Senior Manager Children Looked After	<ul style="list-style-type: none"> - Staff move to Adoption in Merseyside by 31/3/18 - Systems and process in place for monitoring delivery of adoption performance by 31/5/18
Services to address child exploitation - new model	Kerry Mehta - Head of Safeguarding	<ul style="list-style-type: none"> - Partner services to address child exploitation support co-located at Solar Campus 30/04/18 - New processes, policies, and governance operational 30/09/18 - Launch of pan-Merseyside child exploitation services management tool 01/05/18, implementation in Wirral 30/09/18
Prevention Services	Elizabeth Hartley - Senior Manager Early Help	<ul style="list-style-type: none"> - Launch Infant Edge of Care Pilot by 31/05/18 - Review targeted service provision to launch a Tier 3 Prevention Service 10/09/18 - Prevention workers fully utilising EHM and electronic case records by 10/09/18
Adolescent Services	Lindsay Davidson – Senior Manager Children’s Services	<ul style="list-style-type: none"> - Launch Adolescent Edge of Care Service by 01/05/18 - Launch Adolescent Support Hub by 01/05/18 - Integrate Family Group Conferencing within the Prevention Service by 10/09/18

Workstream 5 - Enablers

APPENDIX 1 – ACTION PLAN

Activity	Lead	Milestones
Mobile working	Carly Brown - Head of Quality, Performance and Improvement	<ul style="list-style-type: none"> - Phase 1 of mobile kit rolled out 30/04/18 - Phase 2 of mobile kit rolled out 30/07/18
Accommodation move	Carly Brown - Head of Quality, Performance and Improvement	<ul style="list-style-type: none"> - Senior management relocation to Cheshire Lines 31/03/18 - Prevention and Assessment team established at Cheshire Lines 27/03/18 - CYPD hub established at Cheshire Lines 15/06/18 - Full CYPD accommodation strategy agreed 30/06/18
Performance management review	Carly Brown - Head of Quality, Performance and Improvement	<ul style="list-style-type: none"> - Integrated WSCB and Improvement Board performance management in place 30/04/18
New Safeguarding arrangements	Paul Boyce – Director for Children	<ul style="list-style-type: none"> - New safeguarding arrangements designed and agreed 30/09/18 - New arrangements in place 31/01/19
Policy and procedure review/social care toolkit	Kerry Mehta - Head of Safeguarding	<ul style="list-style-type: none"> - Updated social care policy hub launched 30/05/18 - User testing of case supervision tool 15/06/18 - Social care toolkit launched 30/06/18
Liquidlogic improvement plan	Carly Brown - Head of Quality, Performance and Improvement	<ul style="list-style-type: none"> - Assessment and prevention processes in place 30/06/18 - Controcc used for payments in place 30/09/18 - Mobile app in place 31/12/18 - Groupwork in place 30/01/19
CYPD Digital Strategy	Carly Brown – Head of Quality, Performance and Improvement	<ul style="list-style-type: none"> - CYPD Digital Strategy produced 30/06/18