




Children's Services Service Development & Practice Improvement Plan 2019/20

DEPARTMENT PRIORITY	ACTION	Lead service area	Links with other plans / strategies / depts	Indicators of success	How Performance is Measured / Tracked	RAG rating	
1 Ensure that all children get the right help at the right time, including effective early intervention and prevention to ensure outcomes are met.	1.1	SCHOOL READINESS: Ensure that children in Blackburn with Darwen have a good level of development at the end of the Foundation Stage	Early Help & Support	Early Help and Support Plan Primary Care Networks and place based working	<ul style="list-style-type: none"> Improved Speech and Language skills in reception year, independence skills and confidence. Families and partners can access services within their community. Higher use of CAF, broader involvement of partners in CAF. Higher use of community resources including Children's Centres EYFS part of the school improvement board – with use of Local leaders in Education supporting the development. Increase in no of children ready for school Reduction in the number of children requiring a EHCP for SEMH. 	<ul style="list-style-type: none"> increase in the uptake of the 2 year offer by those children eligible increase in the no. of children achieving a good level of development at the end of the Early Years Foundation Stage increase in the number of children deemed ready for school measured against the school readiness statement (pre school profile termly). 	
	Quarterly Progress Commentary:						
	1.2	EARLY HELP: Improve the quality, timeliness and impact of the Early Help Offer	Early Help & Support	Early Help and Support Plan	<ul style="list-style-type: none"> Fewer cyp open to social care. More CAFs completed with outcomes achieved Number of families supported; step down on the CONR Shared intelligence; faster response. 	<ul style="list-style-type: none"> Increased attendance at children's centre targeted groups (Parenting, HENRY & Chatterchums). CAF QA Audits –% rated good or better CAF monthly scorecard Feedback from school settings (team around the school (TAS) Child Voice prevalence. 	
Quarterly Progress Commentary:							
1.3	ADOLESCENT SERVICES: develop a co-ordinated offer of support to keep young people safe and prevent entry into care	Adolescent Services	Adolescent Strategy	<ul style="list-style-type: none"> Improved experience for young people & their families Increased engagement with children and young people Reduced need for targeted support. Reduced social care intervention Appropriate step down to universal provision Bespoke resource & signposting Faster response, direct path for support Joined up working across the partnership Increased referrals to the Adolescent Support Panel Rapid response to reported ASB via Detached Partnership offer Quality programme of Neighbourhood Delivery and Town Centre hub 	<ul style="list-style-type: none"> Number of YP accessing outreach offer (SEEDS) Number of young people accessing short-breaks SEEDS quarterly report (progress, referral & closures) SEEDS supervisions with YP, families & carers Reg 44 Monthly reporting (SEEDs) Engage quarterly reporting (feedback from supervisions & children and young people Engage QA activity to measure referrals, progress and effectiveness of intervention Adolescent Panel referral times Number of referrals to adolescent panel QA of Adolescent Panel membership and contributions from partners No of yp worked with across Adolescent Services Quarterly performance monitoring of commissions Targeted Youth Support (TYS) caseload numbers at CoNR 2/3/4 (YPS) Level of need and response reduced during intervention (YPS) TYS step downs (YPS) Number of Assessed needs closed (YPS) Number of TYS case studies reviews per quarter % of cyp accessing support at the SEEDS who are not in care and who do not enter care following support. 		

DEPARTMENT	ACTION	Lead	Links with other plans / strategies	Indicators of success	How Performance is Measured / Tracked	RAG rating	
	Quarterly Progress Commentary:						
	1.4	NEGLECT: to feature in all areas of practice	ALL	BWD Neglect Strategy Safeguarding Partnership multi-agency action plan Children's Partnership Board	<ul style="list-style-type: none"> Reduction in inappropriate referrals; improved identification and support. Referrals recognise and can evidence the impact of neglect. Assessments, analysis and plans across the CONR are explicit in the impact that neglect has upon the lived experience of the child. Clearer identification, and stronger planning leads to improved outcomes for cyp and families. 	<ul style="list-style-type: none"> Number of partners using Graded Care Profile No of ICPCs where graded care profiles are completed prior to conference when neglect is a cause of concern Evidence of findings from audit activity influencing learning and practise improvement Evidence of early identification of neglect through referral process Evidence of good multi-agency planning to reduce risk and meet needs 	
	Quarterly Progress Commentary:						
2 Ensure that all children in need of help and protection receive a bespoke consistent service which safeguards and protects them.	2.1	CONTEXTUAL SAFEGUARDING: Develop a multi-agency approach to contextual safeguarding.	Adolescent Services	Adolescent Strategy	<ul style="list-style-type: none"> Adolescent Resource panel established Direct path for support & reduced delay for access. Appropriate referrals Staff trained with the right skills set Young people protected / safeguarded 	<ul style="list-style-type: none"> Direct path for support & reduced delay for access. Appropriate referrals Staff trained with the right skills set Young people protected / safeguarded Training activity e.g. PACE two day training event Contextual Safeguarding training to BWD Children's workforce (Council and Partners) Nos of children who have been referred at high risk due to contextual safeguarding, who after intervention risks have been reduced to medium Number of potential victims (young people) referred to the National Referral Mechanism to compare with the national trends and nos. of referrals around child criminal exploitation (identifying and referring potential victims of modern day slavery (slavery, servitude and forced or compulsory labour & Human Trafficking)) 	
	Quarterly Progress Commentary:						
	2.2	DUTY & ADVICE TEAM: Create a Duty & Advice Team to strengthen the professional oversight and decision making at the front door to ensure that children receive the correct level of intervention.	Social Work	Review Recommendation Social Work Service Development Strategy Safeguarding Partnership Board	<ul style="list-style-type: none"> Implementation of a reshaped front door Stronger professional oversight Clear decision making to improve quality of practice and outcomes for children 	<ul style="list-style-type: none"> Decrease in referral rates No of contacts to referrals Increase in Early Help Weekly data capture Analysis of S47 themes Analysis of school referrals themes and trends 	
Quarterly Progress Commentary:							
3	3.1	EFFECTIVE CARE PLANNING	Social Work	Ofsted recommendation	<ul style="list-style-type: none"> Senior Managers will have a good understanding through case tracking of barriers to progress to 	<ul style="list-style-type: none"> Weekly caseload monitoring report (timeliness) Regional Information Group quarterly reporting (regional and 	

DEPARTMENT	ACTION	Lead	Links with other plans / strategies	Indicators of success	How Performance is Measured / Tracked	RAG rating
Ensure we achieve permanence for all children without necessary delay, doing everything possible to prevent them coming into our care, and for those that need to, we keep close to home where it is safe to do so.			Focused Visit feedback	<p>permanence for children and have strategies in place to address them</p> <ul style="list-style-type: none"> • More children supported to live within their family and community. • Children’s case files will clearly demonstrate case supervision and decision making. • Plans are child specific and clearly identify how our services and intervention will meet need and reduce risks. • Improved processes and experience for cyp, their families and partners. • Timeliness of assessments • Section 47 is used appropriately and proportionately to manage high levels of risk and need. An external review completed in June 2019 has established that our high use of Section 47 is proportionate and reflects the needs of our community. • Numbers of care proceedings concluding with supervision orders rather than Full Care Order. • Appropriate reduction in numbers of children placed at home on care orders with parents. • Number of children and families placed in parent and child placements is reduced. • Families are clear about what needs to change if they are to successfully care for their child into independence. • Evidence to support an alternative plan to inform early permanence in all cases. • Education will be central to placement planning. • Improved working relationships between services and between social workers and foster carers. 	<p>national data) - increase on 77% Q4 2018/19.</p> <ul style="list-style-type: none"> • ICO tracker to measure plans and outcomes • Appropriate step down from CP • Scheduled Quality Assurance activity to demonstrate impact and Team Manager audits. • Monthly referrals report • Pre-birth QA reviews to test 6 monthly (Dec 2019) – unborns referred and removed at birth, number of parent and child placements offered, forward planning for outcomes • Pre birth tracker quarterly update 	
Quarterly Progress Commentary						
	3.2 PLACEMENT STABILITY & SUFFICIENCY: Improve placement stability & greater placement sufficiency and choice	Permanence	Corporate Parenting Strategy Strategic Commissioning Ofsted recommendation and Focused Visit Feedback	<ul style="list-style-type: none"> • Improvement in health and well being for looked after children and consequent improvement in outcomes. • Decrease number of placement disruptions. • Greater choice of placements for looked after children with diverse needs (complex health needs, parent/children placements, placements for children and young people with complex behaviours) • Children placed in-house residential will be appropriately matched, achieve placement stability and achieve positive outcomes. • Increased placement capacity in new residential settings. • Increased capacity through short breaks foster care. • Support hub will be in place to build the resilience of foster carers and prevent placement disruption • Spend on commissioned placements will reduce without compromising on the quality of placements able to meet the needs of looked after children’ 	<ul style="list-style-type: none"> • % looked after children experiencing 3 placements or more in their time in care (at or below the national benchmark). • Improved placement choice (Fostering Qtrly report) – less placement breakdown, complaints, siblings placed together, culturally appropriate placements • % of cyp in permanent placements (SGO & Adoption) • % of long term matched placements • Reduction in the % of care leavers at home • Annual dataset • Appropriate matching with foster carers; • increase in number of young people ‘staying put’. • Hub of support for foster placements in place with multi agency, peer and Revive support • Increase in specialist foster carers able to care for children with additional needs recruited through a joint, innovative campaign with CANW. 	

DEPARTMENT		ACTION	Lead	Links with other plans / strategies	Indicators of success	How Performance is Measured / Tracked	RAG rating
					<ul style="list-style-type: none"> Positive relationships with providers. Value for money & reduced spend where appropriate. High quality placements will be available and affordable for BwD children. Care leavers will have increased choice of accommodation and be able to access provision that meets their needs. Care leavers will achieve independence and have access to appropriate levels of support. 		
		Quarterly Progress Commentary:					
<p>4</p> <p>To be ambitious corporate parents for our cared for children & care leavers, so that they achieve their potential in every aspect of their care, wellbeing, learning & future independence.</p>	4.1	<p>CORPORATE PARENTING: Establish a multiagency Corporate Parenting Executive Board and revisit and refresh the Corporate Parenting Strategy.</p>	Permanence	<p>Corporate Parenting Strategy</p> <p>Ofsted recommendation and Focused Visit Feedback</p>	<ul style="list-style-type: none"> Improved outcomes and experience for cyp Corporate Parenting Special Advisory Group supported to progress actions Council wide and partner ownership of corporate parenting responsibilities. Strategy in place and has been updated to reflect the wishes and feelings of children in our care and care leavers. This refresh is communicated and understood. 	<ul style="list-style-type: none"> Education achievement & attainment data EET data LAC review quality assurance, actions and outcomes Investor in children award accreditation reports Feedback from events Workshops delivered 	
		Quarterly Progress Commentary:					
<p>5</p> <p>Involve children and young people in the design and delivery of services, using their views to inform everything we do and feed back on actions taken and the impact that their views have had.</p>	5.1	<p>PARTICIPATION (SHARED PRIORITY): Increase the quality and quantity of participation activity with children and young people across all service areas.</p>	ALL	<p>Ofsted recommendation and Focused Visit Feedback</p> <p>Corporate Parenting Strategy</p>	<ul style="list-style-type: none"> Voice of the child is clear within plans Planning is child centred including design and delivery of the plan. Feedback gained from CYP in relation to standard of service received and how the service can be improved Outcome of consultation events with CYP impacting on service development Evidence of CYP participation in CAF, CiN meetings, CP conferences, LAC reviews 	<ul style="list-style-type: none"> Participation Champions Quarterly reporting on activity Number of CYP participating in CAF, CiN meetings and statutory conferences and reviews Number of plans evidencing voice of the child Number of CYP chairing their LAC reviews Number of consultation events resulting in service development Analysis of feedback received from CYP which has resulted in service improvement Number of service areas awarded the Investing in Children accreditation 	
		Quarterly Progress Commentary:					
<p>6</p> <p>Working in partnership to ensure that our settings, schools and other educational & training establishments provide excellent education for all our children in order that they fulfil their potential.</p>	6.1	<p>QUALITY EDUCATION FOR ALL</p>	Education	<p>School Improvement Board</p> <p>Early Help & Support Plan</p> <p>Corporate Parenting Strategy</p> <p>SEND Strategy</p> <p>Joint Commissioning Strategy</p>	<ul style="list-style-type: none"> Clear strategy of improvement School requiring additional support discussed and actions taken Improved outcomes for all – attendance / attainment. Improved Speech and Language skills in reception year, independence skills and confidence. The Virtual School Head will be able to advise the panel appropriately when placement options are discussed Children in our care will experience minimal disruption to their education and the educational attainment of children in our care will improve as a result Increased range of opportunities for young people entering adult social care Increased contact between education and the world of work 	<ul style="list-style-type: none"> Improved scores in Communication, Language & Literacy (CLL) – EYFS profile reporting Fewer schools regarded as cause for concern Increase in good / outstanding schools Improved outcomes for all Decrease in FTE's via school scorecards More schools meeting the Gatsby Benchmarks Case studies audit reflective learning increase in the no. of children achieving a good level of development at the end of the Early Years Foundation Stage 	
		Quarterly Progress Commentary:					

DEPARTMENT		ACTION	Lead	Links with other plans / strategies	Indicators of success	How Performance is Measured / Tracked	RAG rating	
					<ul style="list-style-type: none"> Better experience for young people when working with a number of multi-agency professionals Quality of practice; decision making and outcomes for cyp. 			
	Quarterly Progress Commentary:							
	6.2	INCLUSION & EXCLUSION: Develop and implement an Inclusion/Exclusion Strategy:	Education	Corporate Parenting Strategy Virtual School Improvement Plan	<ul style="list-style-type: none"> Reduced number of FTE's and PEX's. QA of in house AP judged good or better. LA has a full overview of pupil movement and can evidence this. Improved outcomes and for cyp; raising aspiration. More care leavers in employment , training, further education and apprenticeships Increased choice for care leavers 	<ul style="list-style-type: none"> Termly outcomes scorecard Movement of pupils between schools / AP reduced Case studies audit reflective learning 		
Quarterly Progress Commentary:								
7 Children and young people who have special education needs & disabilities to receive the support they need to ensure that their full potential & ambitions are met & their families receive the support they need.	7.1	REMODEL THE CHILDREN WITH DISABILITIES SERVICE:	Permanence	Adults Services & Strategic Commissioning	<ul style="list-style-type: none"> Improved experience with joined up working across the agencies. Children in Need, children on CP plans and looked after children with disabilities will all have a qualified social worker allocated to them. Efficient use of resources Quality assurance of commissioning 	<ul style="list-style-type: none"> All cyp (CWD) on CP Plans will have an allocated social worker from the CWD team Reduction in the number of allocated workers Expertise for CWD from the front door Child's lived experience – audit activity / statistical analysis 		
	Quarterly Progress Commentary:							
	7.2	SEND STRATEGY: Implement the SEND strategy within the department and promote across the partnership	Education	SEND Strategy Children's Partnership Board Early Help and Support Plan	<ul style="list-style-type: none"> Improved transitions experience, joined up working across agencies, increase in opportunities, outcomes, wellbeing with supported aspirations for cyp. Improved & consistent offer of support across settings. Improved outcomes for children with SEND including attendance, reduction in exclusions. 	<ul style="list-style-type: none"> % reduction on SEND fixed term exclusions & comparison with the national average Increased numbers of pupils with SEND entering post16 placements Improved attendance for children and young people with SEND Reduction in number of children and young people attending SEMH provision outside of BWD % of EHCP's audited improved – showing the end in mind 		
Quarterly Progress Commentary:								
8 Build strong partnerships with health and commissioners to integrate service delivery, systems and processes.	8.1	HEALTH INTEGRATION: Work with partners in health and commissioning to further develop integrated services.	Early Help & Support	Early Help & support Plan	<ul style="list-style-type: none"> Improved experience with joined up working across the agencies. 	<ul style="list-style-type: none"> 0-19 Health Child Programme Integrated Review and Monitoring Quarterly Report Card via Public Health (health visiting & nursing) 		
	Quarterly Progress Commentary:							
	8.2	COMMISSIONING (OVERARCHING): Develop commissioning practice across the People Area (Children's Services, Adult Services & Prevention and Public Health) to maximise	Director of Children's Services	Corporate Priority – strong resilience council, transparent & effective Joint Commissioning	<ul style="list-style-type: none"> Efficient use resources/spend Improved experience for children, young people & families Joined up working across the local authority 	<ul style="list-style-type: none"> Strategy in place 		

DEPARTMENT		ACTION	Lead	Links with other plans / strategies	Indicators of success	How Performance is Measured / Tracked	RAG rating	
		the opportunities and benefits of a local authority partnership approach.		Strategy				
		Quarterly Progress Commentary:						
<p>9</p> <p>Provide the conditions and opportunities for staff to flourish and recognise and build on best practice to improve the efficiency & effectiveness of our work.</p>	9.1	STAFF RETENTION & STRENGTHENING THE WORKFORCE: Create stability of our workforce across Duty & Advice, RAST & AST	Social Work	Ofsted Recommendation Workforce Development Strategy Service Development Strategy	<ul style="list-style-type: none"> Improved practice, sharing of good practice and supported decision making. Social Workers supported to respond to children in need and children in help and protection Children and young people's needs met and outcomes improved Improved staff retention, quality of practice, staff wellbeing & performance. Needs and learning development developed following appraisals. Social workers receive the guidance and direction needed to manage their caseloads with evidence of effective management oversight. 	<ul style="list-style-type: none"> Numbers of social workers who have completed the systemic social work training including evaluation of practice and outcomes for children and families. Evaluation to take place after the first cohort have completed the course. Caseloads to not exceed 25 for experienced social workers and 18 for ASYEs Exit Interview summary reports Annual Social Work Health Assessment Summary report No of existing staff who are working through the social work apprenticeship. Workforce Development meeting summary (staff retention, promotion, moves within department) Reduction in number of agency social workers 		
		Quarterly Progress Commentary:						
	9.2	TRAINING & PROFESSIONAL DEVELOPMENT	QA	Focused Visit Feedback Workforce Development Strategy/Human Resources	<ul style="list-style-type: none"> Staff retention Improved quality of practice, performance & decision making Reported staff wellbeing Shared best practice Opportunities for continued learning and professional development 	<ul style="list-style-type: none"> Appraisal and professional development monitoring ASYE retention rates ASYE portfolios within timescale Staff retention rates Professional development portfolios Me learning attendance statistics Inductions completed within timescale External training statistics via HR 		
		Quarterly Progress Commentary:						
	9.3	SYSTEMS & PERFORMANCE: review accessibility and functionality of management information systems & performance data	Strategy, Policy & Performance	Ofsted recommendation Partners in Practice action plan	<ul style="list-style-type: none"> Self-serve report and dashboard functions utilised. Practice/service improvement through use of performance data and improved system functionality/accessibility. Development of a revised performance framework. 	<ul style="list-style-type: none"> Progress against Cheshire West and Chester Data Action Plan Monitoring of LCS mobile app usage Number of external practitioners using eCAF Number of forms completed via the delegation portal 		
		Quarterly Progress Commentary:						
<p>10</p> <p>Promote and support a learning culture that is open, transparent and welcome to external benchmarking and challenge.</p>	10.1	YOUTH JUSTICE MANAGEMENT BOARD & SERVICE: Review and further develop the Board to comply with statutory and inspection requirements	Adolescent Strategy	YJB Plan	<ul style="list-style-type: none"> Improved governance arrangements Appropriate support and challenge from Board members Improved outcomes for young people Progress against Board plan 	<ul style="list-style-type: none"> Offending/Reoffending rates National Standards reporting Improvement Plan reporting YJB Performance reporting Review and analyse live data of local measures to highlight any changes or drop in performance. Number of prevention interventions delivered. Number of young people accessing this provision. Measure the impact of these interventions by tracking whether this cohort go onto display further ASB/offending. 		
		Quarterly Progress Commentary:						

DEPARTMENT		ACTION	Lead	Links with other plans / strategies	Indicators of success	How Performance is Measured / Tracked	RAG rating
	10.2	QUALITY ASSURANCE: Review and embed quality assurance activity, and ensure that the findings are embedded into training to improve practice as well as individual support and demonstrate impact.	QA	Ofsted recommendation, Focused Visit	<ul style="list-style-type: none"> • CYP reporting improved experience of needs being met in a timely manner • Evidence of Improved quality of practice; decision making impacting on improved outcomes for CYP. • Improved performance in relation to assessments and planning across all service areas. • Improved communication and joint ownership of QA activity across the department • Managers will demonstrate a good understanding of quality of practise within their service areas and across the department • Recognition of good practise by managers as well as recognition of areas that require improvement. • Development of a solution focused approach to problem solving across the department • QA activity informing areas of good practise and practise improvement • QA informing training and learning needs • Effective monitoring systems to track the impact of practise improvement 	<ul style="list-style-type: none"> • Quarterly reports on QA activity • Implementation of recommendations on practise improvements • Evidence of implementation of practise improvement • Good practise evidence file • Evidence of one plan • CYP achieving early permanence • No evidence of drift or delay in completion of assessments and progressing plans • Rolling programme of workshops/seminars and learning opportunities for all staff • Outcomes of audit activity within the audit schedule • Evidence of monitoring of impact on improving practise and improving outcomes for CYP 	
		Quarterly Progress Commentary:					