



WEST SUSSEX OFSTED IMPROVEMENT PLAN 2016 - 2017





Foreword

Welcome to our Improvement Plan 2016-17. This plan sets out how we will continue to improve outcomes for children and young people in West Sussex over the next year as part of our improvement programme.

In West Sussex, we have strong ambitions for children and young people to have the best possible start in life. Our aim is to enable all of them to aspire to and achieve their full potential, helping to give them the foundation for a successful future.

West Sussex is a local authority that knows itself well and is aware that there is still more to do. Ofsted Inspectors recognised our 'strong leadership supporting a comprehensive improvement plan' and that there was strong evidence that the changes that we had put in place were 'having a positive impact on the quality of work with children and families.'

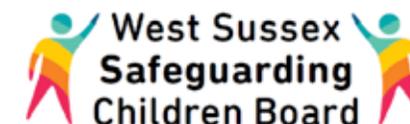
We are proud of our dedicated, skilled and passionate workforce and we are committed as an organisation to work with our partners across the system to achieve good outcomes for all children in West Sussex.

We will continue to build on what we have already achieved and focus on developing consistency in our approach, thereby ensuring that **all of our services are good or better.**

Avril Wilson

Executive Director – Care, Wellbeing and Education

Contributors





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WEST SUSSEX COUNTY COUNCIL OFSTED IMPROVEMENT PLAN – 2016-2017

Context

West Sussex is a county that is relatively affluent with a population of 821,370, of whom 22.5% (185,100) of the population are children aged 0-19 years. The population is increasingly ethnically diverse with 15.4% of school children from a black or minority ethnic group. West Sussex schools have recorded entries against over 150 different language categories (including British and other sign languages).

Economic activity rates are high and unemployment is low compared with England, with the level of child poverty being better than the England average with 13.5% of children aged less than 16 years living in poverty. However rates of child poverty vary considerably across the county. The proportion of children entitled to free school meals in primary schools is 10.3% (the national average is 18.0%) and in secondary schools is 8.8% (the national average is 15.7%).



The health and wellbeing of our children is generally better than the England average. 22% of children in Reception Year and 29% of children in Year 6 at school in West Sussex are above a healthy weight, this is better than the national average.

Many of our children attend Good or Outstanding schools; 75% in primary rising to 78% in secondary. There are 43 Children and Families Centres within the County and 65.2% of 2 year olds eligible to access free childcare have taken up places in early years settings (June 2015).

- 64% of our pre-primary children reached a good level of development at the end of the EYFS and 91% of settings are rated Good or better.
- 77% of our children attained Level 4+ at Key Stage 2 for reading, writing and mathematics.
- 59% of our children achieved 5 GCSEs including Maths and English at A*- C which is 3.1% above the national average.

The Conservatives are the ruling party of West Sussex County Council with 44 of the 71 seats. Within the County boundaries there are seven district and borough councils; Adur District Council, Worthing Borough Council (Adur and Worthing are a joint District Council), Arun District Council, Chichester District Council, Crawley Borough Council, Horsham District Council and Mid Sussex District Council.

The County Boundaries are policed by Sussex Police and health services are commissioned by three Clinical Commissioning Groups (CCG's); Crawley, Coastal West Sussex (covering; Adur, Bognor Regis and Chichester, Arun, Cissbury - Worthing, and Chanctonbury), Horsham and Mid Sussex.

Our Guiding Principles

The County Council's goal is to help our residents lead happy and healthy lives. We believe in strong, vibrant communities and that is why helping people to help themselves and each other is at the heart of everything we do. We will be there to help people over hurdles when they need it but, wherever possible, we want to move away from a dependency culture and encourage everyone to strive to achieve their aspirations.

We will work with other organisations to make sure that we make best use of public sector resources and make collective decisions in the best interests of residents and businesses. Where we do not have direct responsibility we will use our influence to lobby for the good of the residents of West Sussex.



Help you to help yourself

We will be here to represent you and promote the aspirations of all in West Sussex but we won't get in your way. When we don't provide a service ourselves we will make sure you get the help you need by signposting you to the right place.



Help the most vulnerable feel supported and safe

We are here to make sure everyone has the opportunity to live their lives to the full, particularly the young, old and disadvantaged who might be in need of extra support.



Do the things that are best delivered collectively

Such as waste management and highway maintenance. We will ensure we get the best outcomes for residents and manage our resources efficiently and effectively.



Be there at times of crisis, such as fire or flood

We will plan, work and respond with our partners to ensure you feel safe where you live and have confidence that we will be there when you need us.



Minimise the burden of local taxation

We want to live within our means where possible rather than have to raise the level of council tax.

Our Corporate Priorities

The Future West Sussex Plan (2015-2019) identifies three corporate priorities, which are:

- Giving children the best start in life
- Championing the local economy
- Independent for longer in later life

The County Council wants to make sure that it focuses its energies and resources on the three areas that will make the biggest difference to the lives of our residents and have the biggest impact on our county.

Giving children the best start in life

To make sure that every child growing up in West Sussex has the best possible start in life. We know how important a child's experiences of life are and how the home environment he or she lives in and the family support he or she receives, have a huge influence on their outcomes in later life. We believe that by supporting children and their families in these valuable years we can promote positive, long-term impacts on their future health, wellbeing and achievements and encourage them to reach their full potential as adults.

We also believe that if we focus this support on those families that need it the most, we can make a real contribution to reducing long-standing health and learning inequalities. Evidence tells us that when families break down the costs to society are high. Children are more likely to live in poverty, fail at school and end up being unemployed in later life. We believe we will make the biggest difference to the lives of children, young people and families by working together with partners to meet their needs as early as possible and by tackling issues at the root before they develop into more serious problems.



Ensuring the best start in life is also about making sure every child is ready for school when the time comes and providing support for families is key to this too. Children living in poverty can be up to nine months behind children from more advantaged backgrounds at the age of three. This negative impact goes on to affect educational attainment, employment and life chances further down the line. By ensuring that, wherever possible, children achieve a good level of development by the age of five we will be setting a solid base for their continuing education and positively impacting on future educational attainment.

In order to give children the best start in life we've prioritised the following four outcomes:

- Improved physical and emotional well being
- Families receive the support they need early
- Children are safe and secure
- Young people are ready for school and ready for work

West Sussex Partnership Families Strategic Plan 2020

This plan is the statement of shared ambitions for how we believe we can make a positive and significant difference to the life chances and experience of children, young people and families in West Sussex.

We strongly believe that everyone in West Sussex has a part to play, which is why the aspiration that all children, young people and families will thrive and prosper is at the heart of this Plan.

Our research for the West Sussex Partnership Families Strategic Plan 2020 has allowed us to develop our plan to target strategic critical issues that are of particular concern to the Partnership:

- The education attainment rate of our children and young people especially younger children, our children in care or who are about to leave care and our children with special educational needs
- The percentage of our 16-25 year olds not participating in education employment and training
- The emotional wellbeing and mental health of our young people
- Domestic abuse and its impact on families
- Children and young people at risk of sexual exploitation
- The numbers of homeless families and those families living in temporary and poor accommodation
- An effective pathway for children and young people with illness and disability with effective support into adulthood

Outcomes

The partnership has identified four outcomes that we believe will enable our children, young people and families to thrive and prosper. These are:

Outcome 1: Children and young people get the best start in life; they are physically and emotionally healthy

- Priority 1: Conception to age two
- Priority 2: Emotional wellbeing and mental health services
- Priority 3: Integrating health pathways for children and young people

Outcome 2: Children and young people are safe and secure

- Priority 1: Everyone who works with children and young people have a responsibility to keep them safe
- Priority 2: For those children and young people who will benefit from coming in to care we have a collective responsibility to ensure that they have an enjoyable childhood

Outcome 3: Families are resilient and able to access support when they feel they need it

- Priority 1: We will work with children, young people and families and professionals to design a local early help offer so that families can access support at the earliest opportunity.
- Priority 2: We will design and develop with the community a range of community led projects where the community is working together to improve their life experiences and chances.
- Priority 3: We will make West Sussex a Think Family County as we believe it is through families that we thrive and prosper.

Outcome 4: Children, young people and families succeed in learning, work and life

- Priority 1: Good learning outcomes for all children and young people.
- Priority 2: An ambitious Young West Sussex.

Children's Social Care

Children's Social Care Services has undergone a successful internal transformation to ensure that it is well-placed to meet future demands and deliver high quality cost-effective services to customers. In line with the corporate and national strategic direction of travel, Children's Social Care Services is committed to:

- Working in an evidence based way using a systems centered approach informed by a signs of safety and attachment/developmental trauma approach
- Ensuring that all children and young people are given the best start in life, so that they are able to meet their full potential
- Giving children and their families the right support and help to have a home environment that encourages them to lead safe, happy healthy and productive lives
- Ensuring children are ready for school and that young people are work ready when they leave education and training
- Ensuring all our work is done with Pace, Proportionality and Purpose (3Ps) and we understand the impact
- Ensuring our staff are well trained and resourced to carry out their work emphasising a culture of continuous learning and improvement to promote the welfare of children, identifying opportunities to draw on what works and promote good practice

Safety, Stability and Success

The vision for Children's Social Care focuses on 'Safety, Stability and Success':

- ◆ Safeguarding children who are at risk of significant harm.
- ◆ To enable children to have stability and permanence within their family and community networks, and,
- ◆ Where it is not safe, Children's Social Care will ensure children have an alternative home.
- ◆ For children within our care Children's Social Care will enable recovery, promote resilience and support them to achieve their aspirations.

This improvement plan will form the basis of the CSC business plan for 2016-2017



Our Approach: Signs of Safety, Stability and Success

West Sussex was an early adopter of Signs of Safety and has taken a systems approach to embedding the framework across Children's services.

Over the last 18 months we have been part of the English Innovations Project, led by Andrew Turnell, Terry Murphy and Eileen Munro.

We have set the culture for our staff and services:

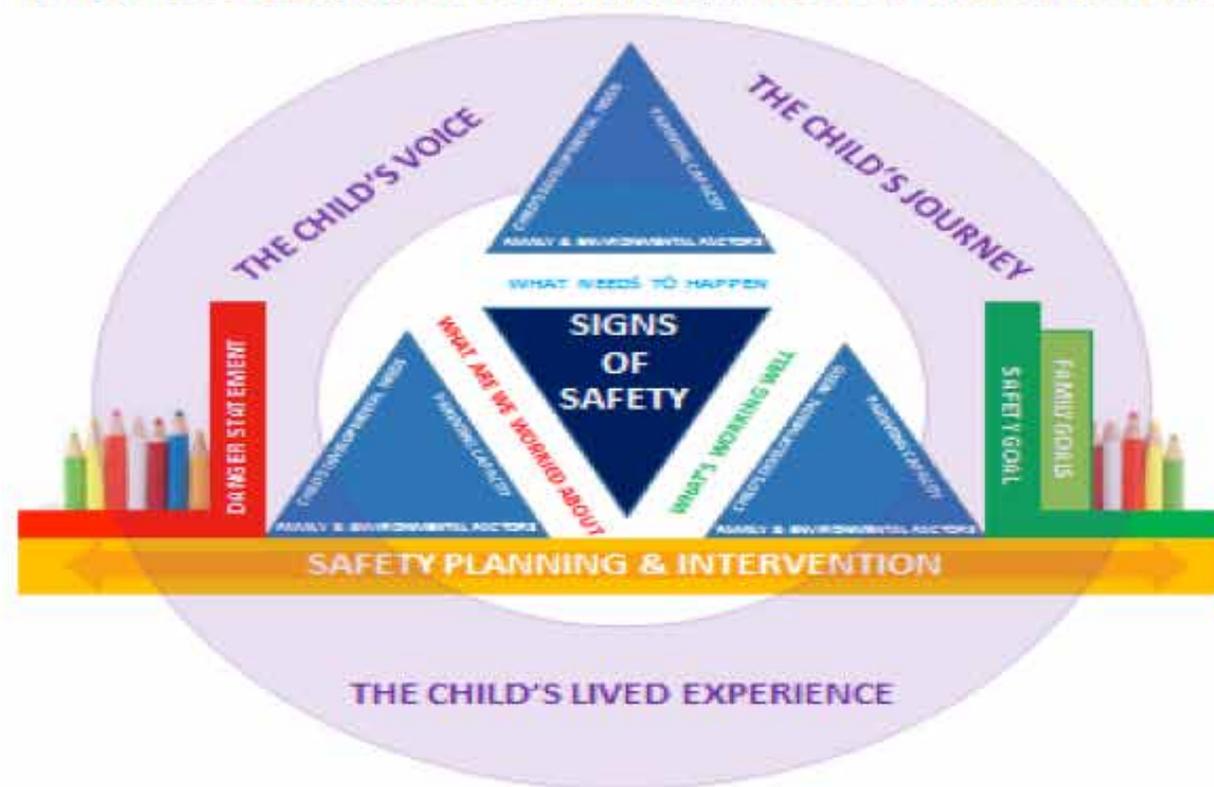
- **With you, with the child... every step of the way**

Focusing on and listening to the child, understanding their lived experience and the impact of the past, clear about the outcomes we are hoping to achieve

- **Signs of Safety, Stability and Success**

What we want to achieve for all our children – is to feel safe, have permanent and secure attachments, setting high aspirations for their future – high challenge and support

WEST SUSSEX SIGNS OF SAFETY PRACTICE FRAMEWORK



Focusing on the Fundamentals

Our priorities for practice include focusing on the fundamentals:

Voice and experience of the child	<ul style="list-style-type: none">• The child's day to day lived experience and their journey is understood and their communicated views, wishes and feelings are captured and recorded. Danger statements, safety goals and permanence plans focus on impact and outcomes for the child. Direct work is uploaded to the file
Timeliness and Pace	<ul style="list-style-type: none">• Safety goals and permanence plans have clear timescales which are based on the child's needs and the plan is meeting or working towards meeting those goals. Assessment and intervention are properly planned with clear trajectory. If goals are not met, there is a clear contingency plan
Up- to-date assessment with analysis	<ul style="list-style-type: none">• There is an up to date proportionate assessment which includes the family and professionals involved in case mapping and scaling. There are up to date danger statements, safety goals and permanence plans.
Up- to-date chronology	<ul style="list-style-type: none">• Chronologies are completed on all open cases. They are focused and proportionate to reflect the child, family and carers journeys and are used to inform assessment, decision making, planning, intervention and timescales
Plans are keeping children safe	<ul style="list-style-type: none">• The plan for the child is focused on keeping them safe, including emotional safety and permanence• The plan is collaborative with the children, their family/friends networks and professionals• The plan is regularly reviewed and reviews focus on whether the stated goals are being met• Action is taken in a timely way if the plan is not meeting those goals
Management oversight	<ul style="list-style-type: none">• Managers and Advanced Practitioners take responsibility for quality assuring work and ensuring standards of practice are good. They are actively involved in decision making and contingency planning for practice, focusing on pace, purpose and proportionality and impact for the child.• Managers record decisions on the child's file and the rationale for decisions is clearly evidenced
Supervision	<ul style="list-style-type: none">• Supervision is regular, challenging, reflective and recorded including the use of Appreciative Inquiry There is consideration of permanence, outcomes and impact on the child and evidence that actions and improvements have taken place. Group supervision is recorded.• Staff supervision includes learning, development and performance management
Practice challenge and celebration	<ul style="list-style-type: none">• Managers and workers identify and share their learning from the best practice in their teams• Everyone across the system takes responsibility for working towards good outcomes for children, challenging colleagues where necessary and holding each other to account

Ofsted Inspection

Ofsted carried out an unannounced inspection of Children's Services which commenced on the 26th October 2015 and lasted for four weeks. This was the county council's first inspection under the single inspection framework, which came into place in 2015.

The inspection focused on the experiences and progress of children in need of help and protection, children looked after and care leavers. It also included looking at the effectiveness of our services and arrangements to help these children, including adoption and fostering. As part of the same inspection, Ofsted also carried out a review of the effectiveness of the West Sussex Safeguarding Children Board (WSSCB).

Ofsted published its report on the 20th January 2016 rating the overall effectiveness of the Children's Services as requiring improvement to be good.

The overall judgement is an amalgamated judgement resulting from the following:

1. Children who need help and protection	Requires improvement
2. Children looked after and achieving permanence	Requires improvement
2.1 Adoption performance	Requires improvement
2.2 Experiences and progress of care leavers	Requires improvement
3. Leadership, management and governance	Requires improvement



The report listed thirteen recommendations for the local authority and partners, and five recommendations for WSSCB

Recommendations:

1. Strengthen the quality of child protection decision-making so that thresholds are appropriately and consistently applied. This particularly includes decisions to convene initial child protection conferences and decisions to end child protection plans at the first review.
2. Ensure that managers carefully oversee casework assessments, plans and reviews so that these demonstrate timely and purposeful work with children in accordance with their timescales and so that children are visited in line with statutory requirements.
3. Ensure that key agencies attend or provide information so that all strategy meetings are compliant with statutory guidance.
4. Strengthen the quality of planning for children in need of protection, children looked after and care leavers so that plans are clear about intended outcomes and timescales and clear about who is responsible for actions and have agreed contingency plans.
5. Improve the overall quality of reviews for children looked after and care leavers, including their timeliness, level of challenge and robustness of decision-making, so that these are effective in overseeing and driving forward plans.
6. Urgently address the high number of care leavers who are not in employment, education or training to ensure that more young people have access to opportunities that will support them into independence.
7. Improve the range of accommodation options on offer for care leavers so that they can move from supported accommodation to independent living accommodation when they are ready. Discontinue the use of bed and breakfast accommodation for care leavers other than in exceptional emergency circumstances.
8. Ensure that return interviews are consistently undertaken for children who go missing, that they are timely and of good quality, and that the information obtained from these interviews is used to inform planning and risk management, for individuals and strategically.
9. The local authority should request that the Clinical Commissioning Groups ensure that delays in health assessments, the lack of completed strengths and difficulties questionnaires and timely access to treatment in Child and Adolescent Mental Health Services (CAMHS) for children looked after are addressed quickly and effectively. Concerns should be escalated to the Health and Wellbeing Board.
10. Ensure that all children looked after and care leavers are helped to understand why they are in care and what their entitlements are. In particular, review the capacity of the independent visitor and advocacy services so that those children who could benefit from them can do so.
11. Where plans for children to be adopted are changed, ensure that alternative plans are pursued in a timely manner so that permanence is secured for these children without unnecessary delay.
12. Improve practice in relation to adoption support so that: responses to requests for adoption support are timely; adoption support assessments are comprehensive and completed in a timely way; adoption support plans have clear outcomes, measures and timescales against which to assess progress; and plans are reviewed regularly.
13. Ensure that there are robust systems in place to enable the designated officer to respond and track the outcomes of investigations into allegations against people working with children within suitable timescales.

Since the Inspection

Since our inspection, and in advance of the development of this improvement plan, we have taken forward improvements and achieved the following:

- Developed a comprehensive strategy and action plan, including an additional investment of £650K, on improving outcomes at the end of Early Years Foundation Stage.
- Initiated a major commissioning exercise to strengthen health and wellbeing outcomes by integrating approaches in Early Years, Early Help and Think Family with the Healthy Children's Programme to develop a pre- birth to 25 coherent offer.
- Held the first round of meetings with two major employers to secure apprenticeship places for CLA.
- Review of the Children Looked After Monitoring meeting (CLAM), that is now meeting on a weekly basis.
- MASH went live on the 1st April 2016.
- Completion of the Signs of Safety English Innovations Project (EIP), which has included:
 - Research and evaluation of the approach.
 - Staff survey
 - Involved in design and development of '3 houses' application that went live on the 1st April 2016.
 - Use of Signs of Safety quality assurance tool to test the processes and fidelity of the approach.
- Two further cohorts of the five day advanced Signs of Safety for Practice Leaders course, with a key focus on safety planning and trajectories have been held.
- Built on appreciative inquiry and internal case reviews, and developed a critical incident collaborative enquiry.
- Developed a new management performance report, which provides more detail at practice and group manager level. This will go live in April 2016.
- Held the first CSC Parent's group on the 8th December 2015 that will be supported to continue and feed in to learning and service improvement. Parents from the group attended the March Quality Assurance Performance Management (QAPM) workshop and presented to over one hundred social workers.
- Developed a Care Leaver forum.
- Review of the Children Looked After service to ensure that the right skills are in the right place with regards to court and children looked after work.
- Review and reorganisation of Adoption Support Services and CAMHS specialist services for looked after and adopted children.
- Recommissioned the service to carry out return interviews for children missing, and now being provided by Missing People.
- Revised CSC procedures and guidance launched in March 2016.

Improvement Plan

The improvement plan for West Sussex Children's Services to progress to 'good' focuses on the recommendations provided by Ofsted as well as key areas that require improvement.

This plan outlines the key activities that need to take place during 2016/17 and will be an evolving plan that moves towards further activities in 2017/18 and beyond. Our ongoing priorities will be:

- Stability of our workforce
- A focus on commercialisation, value for money and ensuring that services are fit for purpose
- Permanence and stability for children
- Improving our focus on family networks and building resilience in communities
- Ensuring that children are ready for school and ready for learning

The County Council's Corporate Leadership Team provides cross directorate support to Children's services in the development and driving forward of the improvement plan, and the service has strong political support from Members.



Planning process

The plan has been developed with staff across Children's services and the wider County Council as well as staff from our partner agencies. It has been a collaborative approach and a product of co-production.

The principles of this planning process were taken directly from feedback from staff at briefings that were held after the Ofsted inspection report was published in January 2016. These were:

- One team to co-ordinate and plan our response to the recommendations.
- Start using the term 'Requires Improvement to be Good'.
- Gain social workers opinions on how change can be made, listen to practitioners regarding solutions.
- Managers to gain ideas from their staff explore with them how this will look and what is needed.
- Develop working groups to look at the recommendations and areas requiring improvement.
- Utilise hidden insights. Focus on good work where things are working well e.g. the team with best retention and understand what their features are.
- From day one have outcomes and existing strategies in mind.
- Map the improvement to the recommendations of the Ofsted report and use small SMART targets.
- Consider the optimum customer journey and how this could be improved.
- Have an understanding of what 'good' local authorities are doing.
- Make it clear where workforce can influence and where they cannot.

In addition, the planning process set out to:

- Build on what is already working well.
- Be co-produced with a cross section of Children's Social Care (CSC) staff,

colleagues in WSCC and our partner agencies.

- Include feedback from children, parents and the Children in Care Council.
- Refer to the Quality Improvement Plan (QUIP 2015) and utilise the information and actions within this document.
- Focus on outcomes, with SMART targets and clear metrics that will demonstrate our progress to 'good'.
- Use an Outcome Based Accountability (OBA) framework.

Eight workshops were held and were attended by a cross section of staff within; Children's services, Safeguarding unit, Commissioning, Think Family and Early Help, Virtual School, WSCCB, Performance and the Learning directorate. Workshops were also attended by representatives from; Health, Police, Public Health, and the Voluntary sector.

The workshops used an OBA framework for each recommendation, and focused on the following questions:

- **What was the story behind the recommendation?** What led Ofsted to believe that this was an area requiring improvement? What is our understanding of and the intelligence that we have regarding this area of work?
- **What does 'good' look like in relation to this area of work?** What does the Ofsted framework state? What are the characteristics of 'good' local authorities in relation to this area of work? What do we think 'good' looks like?
- **What work is already taking place to improve this area of work?** What actions are already contained in the QUIP and other plans?
- **What are the metrics, either qualitative or quantitative, that will tell us that we are moving to 'good'?**

The output from each workshop is a 'turning the curve' report with a SMART action plan, agreed owner and identified members of the working group to take forward the actions around the recommendation.

It is critical that this plan is a 'live' document that is continually monitored

and referred to at all levels of the organisation. The themes and actions within the plan will form the key priorities for the service over the next year.

Governance arrangements will be clear, and this will include scrutiny by members, senior management and at group level.

Ownership of the plan, by all, is absolutely key.

Governance arrangements

The Ofsted improvement plan will be overseen by:

- A Members group with a focus on improvement
- Corporate Leadership Team
- A cross directorate County Council operational group

The actions within the improvement plan will form the basis of all service plans within Children's Social Care and these will be monitored through the business as usual processes and activities.

Themes

The improvement plan is based around four themes which provide a system overview:

- Quality of Practice
- Workforce
- Service Transformation, Leadership and Management Oversight
- Partnership Working



QUALITY OF PRACTICE

What we will achieve

- Good quality child protection practice.
- Decision making that is robust and effective.
- Assessments that are proportionate, timely and inform appropriate intervention.
- Strategy meetings that include our partner agencies and are of good quality across Children's Social Care.
- Reviews are being held in a timely manner and are of good quality.
- There is a consistent understanding across the workforce of what a good plan looks like, and there is evidence of effective interventions for children and families.
- Every child looked after will have an age appropriate 'words and pictures' and / or life story work to help them to understand the reason why they are looked after.
- Children looked after will have good health and emotional wellbeing.
- Education, training and employment opportunities will be available for care leavers.
- Increase and support the aspirations of young people.
- There are clear decision and check points regarding adoption.

How we will do this

- Having clear procedures, processes and guidance for all of our staff.
- Have clear communication channels across Children's services and partners.
- Children's Social Care and the Children's Safeguarding Unit strengthening the links and the way in which they work together.
- Children's Safeguarding Unit providing the scrutiny and challenge when appropriate.
- Use of information to prevent drift and delay.
- Commission and implement MOMO, an interactive app to enable children to give their views and feedback.
- Set up a care leavers forum and consult with them on key issues.
- Review specific processes and forms on Frameworki to ensure that they are streamlined.
- Virtual School to engage with children looked after until the end of year 13.
- Increase the number of apprenticeships, traineeships and work placements, both within WSCC and outside, for our care leavers.
- Define our offer for children looked after and care leavers.
- Improve and develop our PLO process.
- Provide a variety of learning and development opportunities for all of our staff (see Workforce section of the Improvement Plan).

How will we know?

- We will continuously seek feedback from children, families and staff through a number of different forums and methods.
- We will utilise the learning from the compliments and complaints that we receive.
- Our robust Quality Assurance Framework will provide us with a programme of thematic audits that will evidence improvement against key practice areas as well as identifying the areas that we need to improve on, as well as our ongoing learning audits.
- We will be involved in multi-agency quality assurance activities as part of the LSCB.
- We will use performance information for key indicators that will confirm improvement and identify where we need to focus our attention.



Quality of Practice Action plan

Action	Ofsted recommendation	Lead for Delivery	Role	Lead for Monitoring and Oversight	Service / Directorate responsible	Timeframe 2016-7				2017-18	Action Completed (RAG rated)
						Q1	Q2	Q3	Q4		
<p>Procedures are clear about what the expectations are in relation to:</p> <ul style="list-style-type: none"> What needs to take place between the Strategy discussion and the ICPC Purpose of the core group and the responsibilities of core group members Purpose of child protection visits to children and families 	1	Bernadette McCormack	Service Development Lead, QA and Policy	Rachel Kemish	CSC	May-16					
Pre-birth assessment processes are in place	2	Matt Ansell	Service Leader, CAI	Amanda Radley	CSC	Jun -16					
Earlier start of viability assessments to improve early planning and inform decision making	2	Miranda Wharam	Service Leader, FSPD	Amanda Radley	CSC	Apr-16					Work has started, not yet completed
Developing practice guidelines for more robust viability assessments	2	Miranda Wharam	Service Leader, FSPD	Amanda Radley	CSC	May-16					
Using a good practice examples to promote consistent practice regarding viability assessments.	2	Miranda Wharam	Service Leader, FSPD	Amanda Radley	CSC	May-16					
Clarification of management sign off to ensure more robust quality assurance of viability assessments.	2	Miranda Wharam	Service Leader, FSPD	Amanda Radley	CSC	May-16					
Procedures and practice guidance are clear about what a good plan looks like , with a focus on; the Practice Managers role, preparation and planning	4	Bernadette McCormack	Service Development Lead, QA and Policy	Rachel Kemish	CSC		Jul-16				

Communications to all staff regarding new procedures and guidance.	4	Bernadette McCormack	Service Development Lead, QA and Policy	Rachel Kemish	CSC	Mar-16					Completed
Increase the use of Family Support Network (FSN) Meetings , especially at early stages of Child Protection Planning	4	Matt Ansell, Miranda Wharam	Service Leader, FSPD and Service Leader, CAI	Amanda Radley	CSC			Oct-16			
Hold weekly booked Legal Planning Meetings to include Children Family & Intervention Service (CFIS)	4	Miranda Wharam, Sara Boothroyd	Service Leader, FSPD and Senior Solicitor	Amanda Radley	CSC	Apr-16					
The IRO Service and Children's Social Care work together to strengthen links/relationships between the two services: <ul style="list-style-type: none"> monthly meetings between Safeguarding and Reviewing Group Manager and Service Lead for Resilience and Permanence 	5	Kevin Ball, Julie Mepham	Principal Manager, Children's Safeguarding and Service Leader, R&P	Sam Bushby	CSC	May - 16					
Information from permanency tracking is being monitored by IROs to prevent drift and delay	5	Kevin Ball, Traci Fogarty	Principal Manager, Children's Safeguarding and Group Manager, TIG	Sam Bushby	CSC	Jun-16					
Streamline the social work and care plan reports	5	Julie Mepham, Nigel Alner	Service Leader, R&P and Service Development Lead, Practice Systems	Amanda Radley	CSC			Dec-16			
Implementation of the use of MOMO to gather children's views	5	Claire Lewis	Advanced Practitioner, QA and Participation	Rachel Kemish	CSC	Jun-16					
The virtual school will engage with CLA until end of year thirteen and transition into the leaving Care Service.	6	David Collier, Graham Vagg, Julie Mepham	Head of Virtual School and Service Manager, Care Leavers and Service Leader, R&P	Jay Mercer / Amanda Radley / Mark Frankland	VS	Jun-16					

<p>Amend the PEP form to include:</p> <ul style="list-style-type: none"> An educational target for the carer/placement/provider to action To record the reasons why a young person has chosen a particular Post 16 destination and how this meets their needs and aspirations 	4, 6	David Collier	Head of Virtual School	Jay Mercer	VS	Apr-16					Completed
<p>Consult with care leavers who are EET to understand what worked for them</p>	6	Claire Lewis	Advanced Practitioner, QA and Participation	Rachel Kemish	CSC		Sep-16				
<p>Virtual school and Careers team to develop protocol for IAG to CLA from end of year ten to year 13</p>	6	David Collier	Head of Virtual School	Jay Mercer	VS	May-16					
<p>Refresh entitlements awareness for Care Leavers receiving support with their education up to the age of 25.</p>	6	Julie Mepham, Graham Vagg	Service Leader, R&P	Amanda Radley, Mark Frankland	CSC	May-16					
<p>Supervising social workers, IROs, Supported lodgings and Staying Put workers all work to an agreed framework, that focuses on educational outcomes</p>	6	Mary Blanchard	Service Leader, F&A	Amanda Radley	CSC			Oct-16			
<p>Increase the number of WSCC apprenticeships, traineeships and work placements prior to external recruitment</p>	6	Karon Chamberlain	Service Manager, YPS	Mark Frankland	YPS			Dec-16			
<p>Identify and implement programmes and interventions which support the ability of the young person to sustain independent living</p>	7	Julie Mepham	Service Leader, R&P	Amanda Radley	CSC		Sept-16				
<p>Review Pathway Planning process to ensure SMART plans are in place and incorporate accommodation options, tenancy readiness at age 18 and SMART actions re emotional wellbeing.</p>	7	Julie Mepham, Graham Vagg	Service Leader, R&P and Service Manager, Care Leavers	Amanda Radley, Mark Frankland	CSC		July-16				
<p>Establish a feedback group and individual interviews to consult with children and young people to ensure that the provision relating to children going missing is what they feel is needed, and their feedback informs practice and develops provision.</p>	8	Julie Mepham	Service Leader, R&P	Amanda Radley	CSC		Jul-16				

Define and finalise pathways and processes , linking with Think Family / Early Help, Fostering and MASH. This will include a link to CSE processes.	8	Catherine Mouatt, Trish Harrison	Service Development Manager, R&P and Principal Manager, TF/EH	Julie Mepham	CSC	Jun-16					
Improve the notification and safety planning processes of Children Looked After placed in West Sussex by other Local Authorities regarding children missing.	8	Kevin Ball	Principal Manager, Children's Safeguarding	Sam Bushby	CSU	Jun-16					
Mapping of services and interventions available , for CLA regarding health and emotional wellbeing	9	Mary Blanchard	Service Leader, F&A	Amanda Radley	CSC		Sep-16				
Provide information for practitioners, carers and children regarding services and interventions available	9	Mary Blanchard	Service Leader, F&A	Amanda Radley	CSC		Sep-16				
Define the offer for CLA and Care Leavers (0 – 25 years) – what support is available at what age / point in a child's looked after journey	10	Julie Mepham, Mark Frankland	Service Leader, R&P and Principal Manager, EI and YPS	Amanda Radley	CSC	Jun-16					
CSC Procedures and guidance are reviewed to ensure that they include clarity about the importance of: <ul style="list-style-type: none"> CLA knowing why they are looked after Being clear about their entitlements 	10	Bernadette McCormack	Service Development Lead, QA and Policy	Rachel Kemish	CSC		Aug-16				
Review and develop information that is available for CLA and Care Leavers regarding their entitlements	10	Julian Skeates, Graham Vagg	Manager, Residential Services and Service Manager, Care Leavers	Julie Mepham, Mark Frankland	CSC		Sep-16				

Review and develop information that is available for people involved in the CLA and Care Leavers' lives regarding their entitlements	10	Julian Skeates, Graham Vagg	Manager, Residential Services and Service Manager, Care Leavers	Julie Mepham, Mark Frankland	CSC		Sep-16				
Review and develop information that is available for CLA and Care Leavers about the roles and responsibilities of those people involved in their life	10	Julian Skeates, Graham Vagg	Manager, Residential Services and Service Manager, Care Leavers	Julie Mepham, Mark Frankland	CSC		Sep-16				
Develop clear reviewing and decision making processes regarding changes to the decision of adoption, and incorporate in to procedures and guidance and FWi	11	Mary Blanchard, Jonathan Pearce	Service Leader, F&A and Service Manager, CLA	Amanda Radley	CSC		Jul-16				
Improve and develop the PLO process and expectations regarding adoption and parallel planning	11	Mary Blanchard, Jonathan Pearce, Amanda Radley	Service Leader, F&A and Service Manager, CLA and Head of CSC	Annie MacIver	CSC		Jul-16				
To review and agree internal procedure for the process and timeframe for closing a LADO case	13	Kevin Ball	Principal Manager, Children's Safeguarding	Sam Bushby	CSU		Jun-16				

SERVICE TRANSFORMATION, LEADERSHIP AND MANAGEMENT OVERSIGHT

What we will achieve

- Consistent understanding of what good looks like by managers and social workers.
- Our managers are skilled and confident to carry out their role.
- Robust performance data and quality assurance information is available to drive improvement.
- There is a continuous cycle of reviewing assessments and plans.
- Shared strategic approach regarding our children going missing.
- Good quality and consistent management oversight, including the quality assuring of social worker's work.
- Provision is in place to respond to children going missing.
- Our governance arrangements are clear.
- Good communication to staff and partner agencies.
- The role of the CSU is understood and provides scrutiny and challenge.
- Develop the model for working with children in need and their families.
- Children looked after will be receiving appropriate and timely support from a specialist CAMHS LAAC service.
- Children looked after and care leavers are receiving the support and help they require to access education, employment and training.

How we will do this

- A wide range of learning and development opportunities for managers.
- Revised procedures and guidance for Children's Social Care.
- Reconfigure the CAMHS LAAC team to provide therapeutic interventions for children looked after.
- Configure and align the 'Find it Out' service as the primary portal for wider education, employment and training for children looked after over 16 years.
- Further improve our quality assurance activities to ensure that the learning is embedded and making a difference; evidence of 'closing the loop'.
- Development and embedding of a performance management report that provides managers at all levels with the information they require to manage their service or group.
- Recommission the service that provides return interviews for children going missing.
- Develop and embed a communications strategy.
- Revised and implemented Quality Assurance Framework for the CSU.
- Implementing a MASH model with partner involvement and engagement.

How will we know?

- We will continuously seek staff feedback through a number of different forums and methods, including the Annual Health Check.
- We will carry out a supervision survey to ascertain the quality of the supervision being received by our managers.
- Our robust Quality Assurance Framework will provide us with a programme of thematic audits that will evidence improvement against key areas that relate to management oversight.
- We will use performance information for key indicators that will confirm improvement and identify where we need to focus our attention.
- Through the regular monitoring of the improvement plan to ensure that actions are being taken forward and outcomes are being achieved.



Service Transformation, Leadership And Management Oversight Action Plan

Action	Ofsted recommendation	Lead for Delivery	Role	Lead for Monitoring and Oversight	Service / Directorate responsible	Timeframe 2016-7				2017-18	Action Completed (RAG rated)
						Q1	Q2	Q3	Q4		
Performance data is made available regarding core groups e.g.; timeliness, frequency, attendees	1	Performance team	Performance Manager, Children's	Anuschka Muller	WODDS	Jul-16					
Review of the CSU Quality Assurance Framework – ensuring that there are review points for CPAs to prevent drift and delay, with a the principle of working together at the earliest point	1	Kevin Ball	Principal Manager, Children' Safeguarding	Sam Bushby	CSU		Sep-16				
CSU provide monthly information regarding quality of information (e.g. data regarding CPC attendees and escalate to the LSCB)	1	Kevin Ball	Principal Manager, Children' Safeguarding	Sam Bushby	CSU		Jul-16				
Implement new arrangements for joint oversight between CPAs and CSC to ensure pace and purpose for those children on Child Protection plans in order to reduce drift and delay, and consider multi-agency input	1	Kevin Ball	Principal Manager, Children's Safeguarding	Sam Bushby	CSU		Sep-16				

Every child subject of a CPP for 6 / 12 / 18 months to be reviewed by the Service Leader for FSPD, and actions taken to ensure that there is pace and permanence identified	1	Miranda Wharam	Service Leader, FSPD	Amanda Radley	CSC	Apr-16						Work has started, not yet completed
Group Manager sign off for Section 47s where is a recommendation for an ICPC, to quality assure the threshold decision	1	Service Leaders	Service Leaders	Amanda Radley	CSC	Apr-16						Completed
Group Managers will track adoption assessments in supervision with practice Managers to identify any patterns of delay and take action	2	Tracy Fogarty	Group Manager, TIG	Mary Blanchard	CSC	May-16						
Adopter assessment timeliness will be monitored as part of the monthly QAPM for Fostering and Adoption and CSC	2	Mary Blanchard	Service Leader, F&A	Amanda Radley	CSC	Jun-16						
Key performance indicators to be developed and incorporated into performance reporting regarding strategy discussions (into LSCB and relevant CS forums).	3	Performance team	Performance Manager, Children's	Anuschka Muller	WODDS		Sep-16					
One phone number is created for professionals to use for strategy discussions.	3	Matt Ansell	Service Leader, CAI	Amanda Radley	CSC	Jun-16						
Analysis of volume, capacity and risk across all service areas, post CSC redesign, to understand demand management and capacity.	1,3	Amanda Radley	Head of Social Care	Annie MacIver	CSC	Jun-16						

Thematic audit of management oversight and supervision and learning reported to AMG	2, 4	Bernadette McCormack	Service Development Lead, QA and Policy	Rachel Kemish	CSC			Dec-16			
Thematic audit programme includes a focus on planning , including children looked after and care leavers (including children and families' views) and reported to AMG	4	Bernadette McCormack	Service Development Lead, QA and Policy	Rachel Kemish	CSC	June 16 (CIN)	Sept 16 (CLA)	Oct 16 (CPP)			
Clear expectations are communicated to managers about their role in quality assuring SWs work and an understanding of what good looks like	4	Service Leaders	Service Leaders	Amanda Radley	CSC	Apr-16					Work has started, not yet completed
Transfer meetings are taking place regularly and always considering the child's plan and there is compliance with the transfer policy	4	Service Leaders, Group Managers	Service Leaders and Group Managers	Amanda Radley	CSC	Jun-16					
Thematic audit of all CLA cases where there is a plan for them to be returned home and reported to AMG	4	Bernadette McCormack	Service Development Lead, QA and Policy	Rachel Kemish	CSC	Jun-16					
Review the CIN Reviewing service	4	Claire Potter	Service Development Manager, CIN	Matt Ansell	CSC	Apr-16					Completed
Develop the model of delivery of the way in which we work with children in need and their families	4	Matt Ansell, Claire Potter	Service Leader, Contact CAI and Service Development Manager, CIN	Amanda Radley	CSC			Oct-16			

Review current tracking mechanisms for PLO	4	Miranda Wharam, Sara Boothroyd	Service Leader, FSPD and Senior Solicitor	Amanda Radley	CSC	Apr-16						Work has started, not yet completed
Thematic audit of CLA reviews and learning reported to AMG	5	Bernadette McCormack	Service Development Lead, QA and Policy	Rachel Kemish	CSC		Sep-16					
Put in place routine quality assurance arrangements to review all plans 18+ years including those transitioning into adult services.	4, 5	Graham Vagg	Service Manager, Care Leavers	Mark Frankland	YPS	Jun-16						
Review the NEET Strategy to ensure that it prioritises care leavers and will form a key part of the Think Family and Early Help business plan	6	Karon Chamberlain	Service Manager, YPS	Mark Frankland	YPS	May-16						
To complete benchmarking with West Sussex residential provision to identify best practice. To inform future commissioning including external providers and specialist providers for children with disabilities	6	Phil Allen	Service Manager, Residential Services	Amanda Radley	CSC			Oct-16				
Configure and align the 'FinditOut' Service as the primary portal for wider Education employment and training for CLA aged 16+	6	Karon Chamberlain	Service Manager, YPS	Mark Frankland	YPS	May-16						
Re-procurement of existing supported accommodation for young people aged 16-25yrs with a view to increasing the current levels of emergency units available and increase the range of options available	7	Carl Burton	Principal Manager, Business Improvement	Annie MacIver	Family Operations						Apr-17	

Progress the 'Staying Put' arrangements with Foster Cares and develop specialist Foster Care/supported lodgings support for young people aged 16+yrs	7	Mary Blanchard	Service Leader, F&A	Amanda Radley	CSC			Dec-16			
Project plan is in place to take forward new processes, provision and to improve practice regarding children missing	8	Jan Hawkins	Group Manager, R&P	Julie Mepham	CSC	Jun-16					
Thematic audit of children missing and learning reported to AMG	8	Bernadette McCormack	Service Development Lead, QA and Policy	Rachel Kemish	CSC			Nov-16			
Identify key reporting requirements from; Frameworki, Missing People's data base, Quality Assurance (auditing, feedback, complaints and compliments), regarding children missing	8	Jan Hawkins, Catherine Mouatt	Group Manager, R&p and Service Development Manager, R&P	Julie Mepham	CSC		Sep-16				
A communication strategy is developed to ensure that key audiences are aware of the new processes and the issues around missing children.	8	Jan Hawkins, Catherine Mouatt	Group Manager, R&P and Service Development Manager, R&P	Julie Mepham	CSC		Jul-16				
Review and update CLA strategy and incorporates the requirements under this recommendation	9	Julie Mepham	Service Leader, R&P	Amanda Radley	CSC					Apr-17	
Analysis of all data relating to CLA , including the use of the JSNA, Annex A, etc to inform the CLA strategy and commissioning intentions	9	Jacqueline Clay	Principal Manager, Public Health Research Unit	Alison Nuttall	PH	Jun-16					
Define existing performance measures relating to Health Assessments	9	Performance team	Performance Manager, Children's	Anuschka Muller	WODDS	Jun-16					

CAMHS LAAC team to be reconfigured to provide therapeutic interventions for CLA	9	Tracy Fogarty	Group Manager, TIG	Mary Blanchard	CSC		Jul-16				
Complaints are analysed and themes are identified, and fed back to CSC through QAPM with evidence of closing the loop	10	Cathy Craggs	Social Care Complaints Manager	Dave Loveman	Customer Relations	May 16					
Consultation with CLA, Care Leavers and Social Workers regarding how best to communicate and provide information and gain feedback	10	Julian Skeates	Manager, Residential Services	Julie Mepham	CSC		Sep-16				
Develop a rolling programme throughout the year of consultation opportunities with CLA and Care Leavers	10	Julian Skeates, Claire Lewis, Graham Vagg	Manager, Residential Services and Advanced Practitioners, QA and Participation and Service Manager, Care Leavers	Julie Mepham, Mark Frankland, Rachel Kemish	CSC		Jul-16				
Data set is made available to report and monitor information about children who have had the decision for adoption changed.	11	Jonathan Pearce, Tracy Fogarty	Service Manager, CLA and Group Manager, TIG	Mary Blanchard	CSC	Mar-16					Completed
Evaluation of FWi to enable Adoption information to be added directly to Frameworki	11	Mary Blanchard, Jonathan Pearce, Nigel Alner, Sarah Norris	Service Leader, F&A and Service Manager, CLA and Service Development Lead, Practice Systems and Data and Performance Officer	Amanda Radley	CSC			Dec-16			

Clear statement to be added to the CLA and CL strategy and Permanency policy regarding the WS ethos towards Adoption , SGO and long term fostering	11	Bernadette McCormack	Service Development Lead, QA and Policy	Rachel Kemish	CSC		Jul-16				
To further develop a management and reporting system using FWi and excel to enable us to use effectively monitor performance data (eg outcome timeliness).	13	Reporting Manager	FWi reporting team	Anuschka Muller	WODDS				Dec-16		
To review historical allegations that have not yet been outcomed, and make a decision about closure.	13	Kevin Ball	Principal Manager, Children's Safeguarding	Sam Bushby	CSU		Jul -16				
To work with regional (Sussex), South East Region & National LADOs to agree key performance data	13	Kevin Ball	Principal Manager, Children's Safeguarding	Sam Bushby	CSU		Sep-16				
To work with Sussex & South East Region LADOs to agree process for quality assuring each other's' work	13	Kevin Ball	Principal Manager, Children's Safeguarding	Sam Bushby	CSU		Sep-16				
Consider feasibility of all allegation management referrals going via MASH	13	Kevin Ball	Principal Manager, Children's Safeguarding	Sam Bushby	CSU		Sep-16				
Explore opportunities with the Corporate Leadership Team (CLT) for cross directorate support and ownership of improvement activities and achieving the recommendations		Annie MacIver	Director of Family Operations	Avril Wilson	Family Operations		Jun-16				
To review and configure the electronic case file recording system (Frameworki) to reflect practice changes identified in this improvement plan		Nigel Alner	Service Development Lead, Practice Systems	Rachel Kemish	CSC		Dec-16				

WORKFORCE

What we will achieve

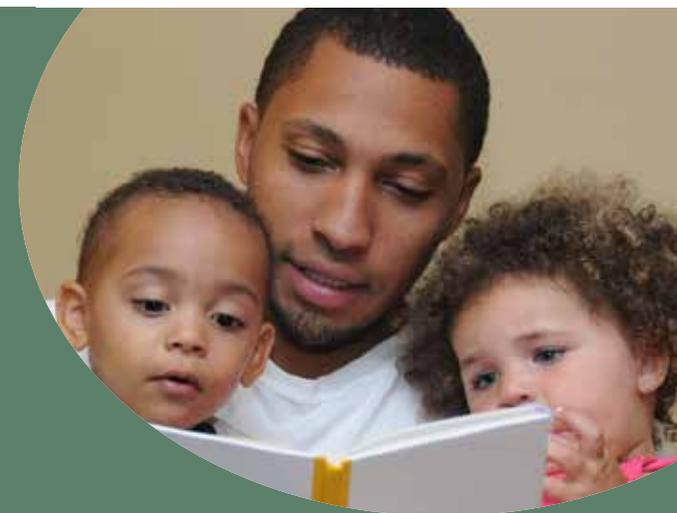
- Managers have the right skills and knowledge to be good managers and leaders.
- There is consistent quality of practice using the Signs of Safety framework.
- People involved with children looked after and care leaver's lives (social workers, foster carers, IROs, Advocates and PAs) understand entitlements for children looked after and care leavers.
- Good quality social work practice around adoption and adoption support.
- Evidence of positive outcomes and interventions driving forward children's plans.
- Improvement in our planning across the whole service which will lead to improved outcomes for children.
- A stable workforce with a reduction in the number of agency social workers.
- Partners understand their roles and responsibilities in relation to strategy discussions and core groups.
- Foster carers and residential workers are supporting children looked after to build resilience and to achieve their aspirations.

How we will do this

- An induction programme for social workers and managers.
- A continuous professional development pathway for staff, including; foster carers, residential staff, IROs and CPAs.
- Coordinate and utilise our Advanced Practitioners to support and develop good practice across the service.
- Bespoke training to meet the needs of our workforce.
- Work with corporate colleagues to ensure that corporate training meets the needs of Children's Social Care.
- Develop an agreed model of group supervision.
- Revised procedures and guidance for Children's Social Care.

How will we know?

- We will continuously seek staff feedback through a number of different forums and methods, including the Annual Health Check.
- We will continuously seek feedback from children and families through consultation and listening events.
- Through the regular monitoring of the improvement plan to ensure that actions are being taken forward and outcomes are being achieved.
- Our robust Quality Assurance Framework will provide us with a programme of thematic audits that will evidence the areas of practice where staff require further support and guidance.
- Monitoring performance information regarding our recruitment and retention of staff, and the reduction of agency social workers.
- Utilising information from multi-agency quality assurance activities.



Workforce Action Plan

Action	Ofsted recommendation	Lead for Delivery	Role	Lead for Monitoring and Oversight	Service / Directorate responsible	Timeframe 2016-7				2017-18	Action Completed (RAG rated)
						Q1	Q2	Q3	Q4		
<p>A rolling programme of safety planning training to include:</p> <ul style="list-style-type: none"> Understanding and managing risk Contingency planning Trajectories Outcomes 	1, 4	Wendy Hill	Service Leader, PI	Amanda Radley	CSC	Apr-16					
All managers and CPAs to have completed the 5 day Signs of Safety practice leader's training , to ensure SMART care planning for child in need and child protection	2, 4	Wendy Hill	Service Leader, PI	Amanda Radley	CSC		Jul-16				
Skills audit of Practice and Group Managers and action taken to address individual gaps through appraisals and supervision	2	Wendy Hill	Service Leader, PI	Amanda Radley	CSC		Jun-16				
Induction programme developed and embedded for all managers	2	Catherine Watkins	Service Development Lead, Professional Practice	Wendy Hill	CSC		Jul-16				

Training is provided to managers who chair strategy meetings (PM's and GM's) to set standards including a clear safety plan, SMART outcomes, and clear recording to evidence decision making	3	Matt Ansell, Wendy Hill	Service Leader, CAI and Service Leader, PI	Amanda Radley	CSC		Jul-16					
A designated Social Worker role is created to be the coordinator for MASH strategy discussions which will include contacting partners to attend and / or provide information.	3	Matt Ansell	Service Leader, CAI	Amanda Radley	CSC	Apr-16						Completed
Training to be provided to partner agency staff on their roles and responsibilities regarding strategy discussions (to be included in core group training)	3	Helen Donelan	LSCB Board Manager	Sam Bushby	CSU		Dec-16					
Review and update recruitment website 'with you every step of the way' to increase the number of permanent social workers	1,2,3	Wendy Hill	Service Leader, Practice Improvement	Amanda Radley	CSC	Jun-16						
Work with the Corporate Leadership Team to improve the recruitment and retention of social workers	1,2,3	Annie MacIver	Director of Family Operations	Avril Wilson	Family Operations	Jun-16						
Training is provided for SWs about preparing for CPCs	4	Catherine Watkins, Jo Norkett	Service Development Lead, Professional Practice and CPA	Wendy Hill	CSC	May-16						
Advanced Practitioners activities are focused on practice development priority areas using; group supervision, workshops, coaching, appreciative inquiry sessions, lunch 'n learn sessions.	4	Wendy Hill	Service Leader, PI	Amanda Radley	CSC		Jul-16					

Management development sessions (to include IROs and CPAs) are focusing on priority areas e.g. safety plans, SMART planning, quality assurance.	2, 4	Wendy Hill	Service Leader, PI	Amanda Radley	CSC		Jul-16				
An agreed model of group supervision , to ensure consistency, is introduced to develop and improve practice	2, 4	Wendy Hill	Service Leader, PI	Amanda Radley	CSC		Sept-16				
Training is provided for IRO's that includes; clear safety plans, SMART outcomes, and clear recording to evidence decision making	4, 5	Kevin Ball, Julie Mepham, Wendy Hill	Principal Manager, Children's Safeguarding and Service Leader, Resilience and Permanence R&P and Service Leader, PI	Amanda Radley	CSC		Sep-16				
Training and development of IROs and Social Workers on pathway planning and best practice for care leavers	4, 5, 7	Julie Mepham, Graham Vagg, Wendy Hill	Service Leader, R&P and Service Manager, Care Leavers and Service Leader, PI	Sam Bushby / Amanda Radley	CSC		Sep-16				
Develop training and employment pathways for care leavers.	6	Karon Chamberlain	Service Manager, YPS	Mark Frankland	YPS		Sep-16				
Deliver Resilience training to ensure foster carers and residential staff are working with children and young people at the onset of care to be resilient and resourceful re transition to adulthood	7	Julie Mepham, Graham Vagg, Mary Blanchard	Service Leader, R&P and Service Manager, Care Leavers and Service Leader, PI	Amanda Radley, Mark Frankland	CSC			Dec-16			

Incorporate new processes, procedures and guidance regarding children missing in to induction and training programmes for staff (SWs, TF/EH, Fostering SWs, Foster carers, Residential workers, MASH).	8	Jan Hawkins, Catherine Mouatt, Wendy Hill	Group Manager, R&P and Service Development Manager, R&P	Julie Mepham	CSC		Sep-16				
Recruit to admin post to collate SDQ information	9	Karen Hughes	Designated CLA Nurse	Alison Nuttall	Commissioning	May-16					
Increase the knowledge, skill and experience of social workers and managers in the use of Signs of Safety when working with CLA, including the use of 'words and pictures' to tell the child's story.	10	Wendy Hill	Service Leader, PI	Amanda Radley	CSC		Sep-16				
Foster carer training and guidance includes appropriate information that allows carers to be clear about what CLA and Care Leavers' entitlements are	10	Mary Blanchard	Service Leader, F&A	Amanda Radley	CSC			Nov-16			
Residential Care Workers training and guidance includes appropriate information that allows carers to be clear about what CLA and Care Leavers' entitlements are	10	Phil Allen	Service Manager, Residential Services	Julie Mepham	CSC		Jul-16				
Training provided for social work staff regarding permanency and to become standard for ASYE training (training to run 6 x per year)	11	Tracy Fogarty	Group Manager, TIG	Mary Blanchard	CSC	Mar-16					
Ensure that all Practice and Group managers understand their responsibilities and process when the decision of adoption is changed	11	Jonathan Pearce	Service Manager, CLA	Amanda Radley	CSC	Jun-16					
Further work to be carried out with Capita to provide additional admin support to allegation management function	13	Kevin Ball	Head of Safeguarding	Sam Bushby	CSU	Jul-16					



PARTNERSHIP WORKING

What we will achieve

- Partners are committed to meeting statutory guidelines.
- Partners are clear about their roles and responsibilities in relation to being a member of a core group.
- Shared strategic approach regarding children going missing.
- Children looked after health assessments are happening in a timely way.
- Children looked after have good emotional health and wellbeing.
- Good multi-agency decisions are being made in the MASH based on good quality multi-agency information.
- Good quality and timely strategy meetings are taking place which include partners.
- Children will be receiving appropriate therapeutic support to meet their needs.

How we will do this

- Clear processes and pathways are in place regarding children looked after health assessments.
- LSCB training is reviewed and adapted in relation to roles and responsibilities of members of a core group.
- Implementation of phase 1 and phase 2 of MASH.
- Agree a clear escalation procedure regarding partner non-attendance at Child Protection Conferences and strategy meetings.
- Identify a multi-agency forum for children going missing.
- Setting up a multi-agency Therapeutic Access Panel for children looked after, SGO and adopted children.
- Information sharing agreement with partner agencies.

How will we know?

- We will continuously seek feedback from children, families, staff and our partners through a number of different forums and methods.
- We will utilise the learning from the compliments and complaints that we receive.
- Our robust Quality Assurance Framework will provide us with a programme of thematic audits that will evidence improvement against key practice areas as well as identifying the areas that we need to improve on, as well as our ongoing learning audits.
- We will be involved in multi-agency quality assurance activities as part of the LSCB.
- We will use performance information for key indicators that will confirm improvement and identify where we need to focus our attention.
- Through the regular monitoring of the improvement plan to ensure that actions are being taken forward and outcomes are being achieved.



Partnership Working Action Plan

Action	Ofsted recommendation	Lead for Delivery	Role	Lead for Monitoring and Oversight	Service / Directorate responsible	Timeframe 2016-7				2017-18	Action Completed (RAG rated)
						Q1	Q2	Q3	Q4		
Review of the LSCB CPC and Core Group training to ensure that it is clear about the purpose and the roles and responsibilities of all attending	1	Kevin Ball	Principal Manager, Children' Safeguarding	Sam Bushby	CSU	Jun-16					
Address time taken by other agencies to provide information for the purpose of adopter assessments e.g. medicals, DBS	2	Tracy Fogarty	Group Manager, TIG	Mary Blanchard	CSC	Jun-16					
MASH to go live (phase 1 and 2), which includes the centralisation of strategy discussions and involvement of partners, and an action plan driving this to be fully implemented.	3	Matt Ansell	Service Leader, CAI	Amanda Radley	CSC	Apr-16 (Phase 1)	Sept-16 (Phase 2)				Phase 1 Completed
Review and confirm LSCB's procedures to ensure that they reflect the MASH arrangements.	3	Matt Ansell, Bernadette McCormack	Service Leader, CAI and Service Development Lead, QA and Policy	Amanda Radley	CSC	Jun-16					
Process to be put in place to send out record of strategy discussion immediately after meeting.	3	Matt Ansell	Service Leader, CAI	Amanda Radley	CSC	Apr-16					Completed

Operational and Strategic group to have oversight of the implementation and development of the MASH, and review at 3 and 6 months.	3	MASH Operational and Strategic Group	MASH Operational and Strategic Group	Amanda Radley	CSC		Jul-16	Oct-16				
Information sharing agreements to be signed off as part of the MASH arrangements	3	Matt Ansell	Service Leader, CAI	Amanda Radley	CSC		Jun-16					
Review the escalation procedure for when agencies are not attending or providing information where they cannot attend a Strategy discussion.	3	Matt Ansell, Sam Bushby	Service Leader, CAI and Head of Safeguarding	Amanda Radley	CSC	Jun-16						
LSCB Quality and Assurance Performance Group to include key indicators in their data set to monitor strategy discussions	3	Helen Donelan	LSCB Board Manager	Sam Bushby	CSU	Apr-16						Completed
Engage with the Foyer re their tenancy ready course for all 16+ looked after young people	7	Julie Mepham, Graham Vagg	Service Leader, R&P and Service Manager, Care Leavers	Amanda Radley, Mark Frankland	CSC		Sep-16					
Identify a multi-agency forum to take forward actions and ownership of children missing	8	Julie Mepham	Service Leader, R&P	Amanda Radley	CSC		Jul-16					
Collaborative review of the health assessment process between CSC and Health	9	Karen Hughes, Julie Mepham	Designated CLA Nurse and Service Leader, R&P	Alison Nuttall, Amanda Radley	CSC		Jul-16					
Clear pathways and clarity of provision for CAMHS, CAMHS LAAC and AFRS support	9	Mary Blanchard, Catherine Mouatt	Service Leader, F&A and Service Development Manager, R&P	Amanda Radley	CSC		Jul-16					

Set up multi agency Therapeutic Access Point which will review all referrals for therapeutic work for CLA, SGO and adopted children	9	Mary Blanchard	Service Leader, F&A	Amanda Radley	CSC	May -16					Completed
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Performance Indicators

<u>Indicators</u>
% of children's cases with an open chronology
Number of Family Support Network meetings being held
% of re-referrals within 12 months
% of CFAs completed within timescales
% of strategy discussions that include partner agencies (LSCB multi-agency audit)
% of Strategy discussions completed in time
% of Strategy discussions where health have been invited
% of Strategy discussions where health attended
% of Strategy discussions audited were assessed as good or better
% of Strategy discussions where multi agency partners have been invited
% of Strategy discussions where multi agency partners have attended
% of ICPCs that are held within 15 working days
% of children with a 2nd or subsequent CPP
% of PLO cases that are completed within 26 weeks
% of CLA reviews held within timescales
% of CLA who have a permanency plan at their 2nd CLA review
% of CLA who have had their annual health assessment

% of children visited within statutory timescales (CFA, CIN, CPP, CLA)
% of young people aged 19/20/21 who were looked after aged 16 who were in suitable accommodation
% of young people aged 19/20/21 who were looked after aged 16 who are in ETE
Number of Adoption (child) placed but no adoption order
Number of Adoption (child) with a placement order but not linked
% of adoption support assessments that are audited that are of good quality, reviewed regularly and show impact
% of adoption support assessments where the assessment was started within 2 weeks of the referral
% of learning audits that are graded good or better for good quality decision making
% of learning audits where management oversight is graded as good or better
% of learning audits that are graded as good or better for planning
% of care plans and pathway plans that are rated good or better in learning audits
% of Signs of Safety mapping documents that are graded of good quality (thematic audit)
% of open cases with up to date supervision recorded
% of supervision records that are graded as good quality (<i>thematic audit</i>)
% of staff with an up to date Appraisal
Number of agency social workers
% of Social Workers who have attended Safety Planning training
% of Managers who have attended the 5 day Signs of Safety training

Glossary of abbreviations:

AFRS	Adolescent Family Resource Service
ASYE	Assisted and supported year in employment
CAI	Contact Assessment and Intervention
CAMHS	Child and Adolescent Mental Health Service
CAMHS LAAC	Child and Adolescent Mental Health Service for looked after and adopted children
CFIS	Child and Family Intervention Service
CLA	Children looked after
CPP	Child Protection Plan
CSE	Child Sexual Exploitation
CSC	Children's Social Care
CSU	Children's Safeguarding Unit
CPA	Child Protection Adviser
FSN	Family Support Network
FSPD	Family Support Protection and Disability
F&A	Fostering and Adoption
FWi	Frameworki
IAG	Information, advice and guidance

ICPC	Initial Child Protection Conference
IRO	Independent Reviewing Officer
LADO	Local authority designated officer
LSCB	Local Safeguarding Children's Board
MASH	Multi-agency safeguarding hub
MOMO	Mind of my own
NEET	Not in Employment, Education or Training
PEP	Personal Education Plan
PLO	Public Law Outline
R&P	Resilience and Permanence
SDQ	Strengths and difficulties questionnaire
SGO	Special guardianship order
TF/EH	Think Family Early Help
TIG	Therapeutic Intervention Group
WODDS	Workforce Organisational Development and Delivery Support
WSCC	West Sussex County Council
YPS	Young People's Service



West Sussex Safeguarding Children Board

OFSTED IMPROVEMENT PLAN – 2016-2017

Background

The vision of the WSSCB is to keep children and young people in West Sussex safe by:

- Coordinating local safeguarding activity
- Being a driving force to improve local practice
- Ensuring that all agencies fulfil their safeguarding responsibilities effectively

Since June 2015 the WSSCB has been on a programme of improvement aimed at strengthening our business planning and Business Plan delivery. There have been a number of significant changes which are currently embedding. These include:

- A refreshed sub-group structure providing clarity of decision-making and accountability across the Board and its groups
- A new Quality Assurance Framework to improve the Board's understanding of progress and impact, and ensure this informs the Board's priorities
- A new Learning & Development Framework to increase the level to which the voice of the child, their families, and those that work directly with them are heard across the Board
- A reconfigured WSSCB support team structure to provide targeted support to key areas of Board improvement

Ofsted Inspection of the WSSCB

The inspection focused on the Governance and performance of the Board and the published report on the 20th January 2016 rated the overall effectiveness of the WSSCB as **requiring improvement to be good**. The report identified five recommendations for the WSSCB:

1. Ensure that all relevant partners provide performance data covering the whole journey of the child, to enable the Board to monitor the use of thresholds and key stages of decision-making.
2. The LSCB should improve its understanding of the local nature and prevalence of child sexual exploitation, children missing, female genital mutilation, forced marriage and trafficked children to support the development of strategic multi-agency responses in these areas.
3. A comprehensive training analysis should be completed with partners to ensure that the Board's training offer reflects the needs of partners and is responsive to changing demands. Current arrangements for the booking of training should be reviewed to ensure that these enable the board to meet demand effectively.
4. The LSCB should evaluate the training delivered to ensure that the impact on practice over time is fully understood and that it contributes to improved safeguarding practice across the partnership.
5. Ensure that the LSCB annual report fully reflects the activity of the previous year, including an analysis of changing patterns and trends in child protection categories.

Since the Inspection

Since our inspection, and in advance of the development of this improvement plan, we have taken forward improvements and achieved the following:

Quality Assurance

- Developed and embedded a multi and single agency quality assurance reporting cycle so that the Quality Assurance group is systematically gathering, analysing and reporting on progress and impact
- Reconfigured the WSSCB core data set to reflect the journey of the child
- Re-designed our multi-agency auditing function and developed an improved audit tool to ensure progress is measured and impact identified
- Initiated the process of recruiting to a Performance Management role to sit within the WSSCB support team

Understanding the local nature and prevalence of child sexual exploitation and children missing

- Process established for bringing CSC, MASH and Think Family data together to inform list of children at high, medium and low levels of risk
- West Sussex CSE screening tool, policy and procedures developed and based on common set of CSE indicators
- Roll out of multi-agency briefings to launch revised CSE tool
- Analysis of children previously referred to MaCSE, which has provided a greater understanding of risks, need and locations of concern

Understanding the local nature and prevalence of female genital mutilation, forced marriage and trafficked children to support the development of strategic multi-agency responses in these areas

- Established an FGM strategy group
- Commissioned national organisation Imkaan to scope local resources in tackling FGM, and gather an understanding of the gaps and barriers to identifying and tackling FGM in practice across West Sussex
- Delivered a multi-agency event 'Tackling FGM' in West Sussex to engage partners in the work to understand the nature and prevalence of FGM and improve our collective response

Business Planning

- Identified four priority areas of focus for strategic multi-agency scrutiny and coordination for the 2016-19 Business Plan, and identified measurable outcomes for each of the priority areas

Training

- Informed the Service Level Agreement discussions with the partner agency delivering Training Booking Administration to improve the customer experience at training booking
- Delivered and reviewed a pilot approach to evaluating the long-term impact of training. This has led to improvements and a further pilot is currently being delivered

Improvement Plan

The improvement plan for West Sussex Children's Services to progress to 'good' focuses on the recommendations provided by Ofsted. The plan is owned by all groups across the Safeguarding board, and has been developed with managers and practitioners from partner agencies. Progress of the plan will be monitored by the WSSCB Executive Group.

Recommendation 1 & 5: Ensure that all relevant partners provide performance data covering the whole journey of the child, to enable the Board to monitor the use of thresholds and key stages of decision-making. Ensure that the LSCB annual report fully reflects the activity of the previous year, including an analysis of changing patterns and trends in child protection categories.

1.1 Performance data covering the whole journey of the child is provided by partners

1.2 Partners are using data effectively to monitor the use of thresholds and key stages of decision-making

1.3 The WSSCB Annual report fully reflects the activity of the previous year, including an analysis of changing patterns and trends in child protection categories.

Action	Ofsted recommendation	Lead for Delivery	Lead for monitoring & Oversight	June 2016 Timeframe 2016-7				2017-18	Action Completed (RAG rated)
				Q1	Q2	Q3	Q4		
WSSCB QA single agency reporting template developed and in use	1	WSSCB Business Manager	Chair of the Quality Assurance sub-group	Apr -16					Green
WSSCB multi-agency core dataset reconfigured to reflect the journey of the child	1	WSSCB Business Manager	Chair of the Quality Assurance sub-group	Apr -16					Green
WSSCB headline dataset to be agreed and in place	1	WSSCB Quality Assurance sub-group	Chair of the Quality Assurance sub-group	May -16					
Template for multi-agency performance monitoring report from the Quality Assurance Group to the Board to be developed and in place	1	WSSCB Business Manager	Chair of the Quality Assurance sub-group	May -16					
Performance Management officer recruited	1	WSSCB Business Manager	Head of Safeguarding	Jun -16					
New structure for developing and presenting WSSCB activity within the Annual Report agreed and in use	5	WSSCB Business Manager	Independent Chair of the WSSCB	May -16					

WSSCB Annual report published	5	WSSCB Executive Group	Independent Chair of the WSSCB		Sep -16				
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Recommendation 2: The LSCB should improve its understanding of the local nature and prevalence of child sexual exploitation, children missing, female genital mutilation, forced marriage and trafficked children to support the development of strategic multi-agency responses in these areas.

2.1 Multi-agency data provides a clear and detailed picture of prevalence: CSE & Missing, FGM, Forced Marriage and Trafficking

2.2 Data is used effectively to analyse and understand prevalence: CSE & Missing, FGM, Forced Marriage and Trafficking

2.3 There is joined-up working across agencies: CSE & Missing, FGM, Forced Marriage and Trafficking

Action	Ofsted recommendation	Lead for Delivery	Lead for monitoring & Oversight	June 2016 Timeframe 2016-7				2017-18	Action Completed (RAG rated)
				Q1	Q2	Q3	Q4		
Black and Minority Ethnic Health and Social Care Needs Assessment commissioned by Public Health	2	Rachel Jeavons: Public Health Observatory	Director of Public Health	May -16					
Key FGM, Forced Marriage and Trafficking indicators identified to support data gathering and key messages to teams	2	Julie Mephram	Chair of the Exploitation and Abuse sub-group	Jun -16					
Key agencies reporting FGM, Forced Marriage and Trafficking data to the LSCB for scrutiny	2	Exploitation and Abuse sub-group	Chair of the Exploitation and Abuse sub-group		Sep -16				

Resource to provide the analysis of FGM, Forced Marriage and Trafficking data identified	2	Exploitation and Abuse sub-group	Chair of the Exploitation and Abuse sub-group		Aug -16				
MASH provided with key messages and indicators for Forced Marriage, Female Genital Mutilation, Radicalisation, Child Trafficking in order to provide information and signpost where appropriate	2	Exploitation and abuse sub-group	Chair of the MASH Task Force			Oct -16			
WSSCB sub group for Forced Marriage, Female Genital Mutilation, Trafficking and Radicalisation established	2	WSSCB Business Manager	Independent Chair of the WSSCB		Jul -16				
WSSCB Tackling Exploitation and Abuse strategy to include FGM, Forced Marriage, Trafficking, Human Slavery and Radicalisation established	2	Exploitation and Abuse sub-group	Chair of the Exploitation and Abuse sub-group			Dec -16			
Scoping exercise across agencies and community organisations to understand current practice and barriers in identifying and tackling FGM and establish a map key community and agencies contacts across West Sussex in tackling FGM	2	Imkaan	WSSCB Business Manager			Nov -16			

Community Safety & Wellbeing Service resource identified to provide support to communicate and engage with relevant community groups	2	Principal Manager, Community Safety & Wellbeing	Principal Manager, Community Safety & Wellbeing	Jun -16					
Partnership event aimed at community groups and agencies to plan community approach to tackling FGM	2	WSSCB Business Manager	Chair of the Exploitation & Abuse sub-group			Nov -16			
Formalised links between Boards and the Pan-Sussex Harmful Practice group	2	WSSCB Business Manager	Head of Safeguarding WSCC	May -16					
Overarching list holding information on children at high/medium levels of risk to CSE brought together to allow multi-agency oversight		CSE sub-group	Chair of the CSE sub-group	May - 16					
Think family and early help reporting informing list of low risk children Sussex		CSE sub-group	Chair of the CSE sub-group	June -16					
Police update of Pan Sussex CSE profile complete		Jo Banks, Sussex Police	Chair of the CSE sub-group	May -16					
CSE multi-agency profile developed to include list of children and areas of concern, together with high level headline information about	2	CSE sub-group	Chair of the CSE Sub-Group	June -16					

perpetrators									
MASH CSE screening process and tools in place, effectively supported by recording systems	2	Jay Hutchinson	Chair of the MASH Task-Force	June 16					

Recommendation 3 & 4: A comprehensive training analysis should be completed with partners to ensure that the Board’s training offer reflects the needs of partners and is responsive to changing demands. Current arrangements for the booking of training should be reviewed to ensure that these enable the board to meet demand effectively. The LSCB should evaluate the training delivered to ensure that the impact on practice over time is fully understood and that it contributes to improved safeguarding practice across the partnership.

3.1 The Board’s training offer reflects the needs of partners and is responsive to changing demands

3.2 Training booking arrangements enable the Board to meet demand effectively

3.3 Training is evaluated to ensure that the impact on practice over time is fully understood and that it contributes to improved safeguarding practice across the partnership.

Action	Ofsted recommendation	Lead for Delivery	Lead for monitoring & Oversight	June 2016 Timeframe 2016-7				2017-18	Action Completed (RAG rated)
				Q1	Q2	Q3	Q4		
Improving Practice group scrutiny priorities and timetable in place	3	Improving Practice Group	Chair of Improving Practice Group	Mar -16					
Mechanism for training needs analysis developed and survey completed by all partners	3	Improving Practice Group	Chair of Improving Practice Group	May -16					
Learning & Development Officer recruited	3	WSSCB Business Manager	Head of Safeguarding	Jun -16					

Training offer developed in line with training needs analysis and scrutiny	3	Improving Practice Group	Chair of the Improving Practice group		Sept -01				
Assessment of improvements delivered across Training Administration team complete	3	Julie Ferroni, Learning & Development Operations Manager, WSCC	Julie Ferroni, Learning & Development Operations Manager, WSCC	May -16					
WSSCB training booking options scoping complete	3	WSSCB Business Manager	Independent Chair of the WSSCB	May -16					
WSSCB chosen option for booking arrangements implemented	3	WSSCB Business Manager	Independent Chair of the WSSCB		Aug -16				
Pilot to identify mechanism for gathering information on impact of graining completed, reviewed and learning presented to Improving Practice Group	4	Improving Practice Group	Chair of Improving Practice Group	May -16					
WSSCB Training & Practice Improvement strategy developed and including evaluation activities	4	Improving Practice Group	Chair of Improving Practice Group		Aug -16				
Quality Assurance Auditing and review mechanisms to include consideration of training undertaken where appropriate	4	Quality Assurance Group	Chair of Quality Assurance Group	May -16					