

SINGLE IMPROVEMENT PLAN – CHALLENGE AND IMPACT

MARCH - OCTOBER 2013

OUTCOME	SOURCE OF ISSUE	ACTION	DATE FOR COMPLETION	LEAD RESPONSIBILITY	SUCCESS INDICATORS	EVIDENCE AND VALIDATION CHECK
1. Front line social work practice is consistently good and effective	<ul style="list-style-type: none"> Ofsted Report Peer Review LA Inspections Working Together, 2013 Mock Inspection (Jan 2013) 	1.1 Carry out a major audit of all case files	June 2013	Vicky Buchanan, CEC	<ul style="list-style-type: none"> Good outcomes from Ofsted and 'mock inspections', particularly 'quality of practice' judgements evidencing effectiveness Number of cases where decisions are made within 1 working day of referral Number of cases taking 35 working days or less from the date of referral to the date of a decision on the next steps Children and young people experience a reduction in the number of Social Workers they have Reduction in caseload of average Social Worker Improved quality and consistency of Children in Need planning Reduction in sickness rates, use of Agency Social Workers, staff vacancies and turnover in Social Care All management decisions clear and recorded All children and young people have outcome based plans that are regularly reviewed and reassessed Electronic case management system effectively supports assessment and planning Evidence that children, young people and parents are engaged in service development Reduction in the time children are subject to a child protection plan Improvement in the quality and timelines of assessments Improved quality of assessments evidenced through audit Where placement is required, more children and young people are placed locally Reduction in complaints Social Worker attendance and participation at practice workshops Analysis shows the 'right' children are in care Staff report sufficient capacity, support and 	<ul style="list-style-type: none"> Reports to Social Care Management Team Audit Reports to SLT Supervision audits Ofsted and Mock Inspection Reports Revised policies and procedures Staff surveys Reports on recruitment and retention
		1.2 Review all Children in Need and Child Protection policies and procedures to ensure compliance with 'Working Together' 2013 and best practice	August 2013	Helen Brookes, CEC		
		1.3 Produce development programme which transforms social work practice and includes specific training for frontline Social Workers	July 2013	Vicky Buchanan, CEC		
		1.4 Deliver quarterly quality and performance review 'practice workshops'	From April 2013	Vicky Buchanan, CEC		
		1.5 Roll out performance management training for all managers	July 2013	Sue Atkinson, CEC		
		1.6 Initiate full tender on procurement of the new case management system	June 2013	Angharad Jackson, CEC		
		1.7 Procure and arrange training for Social Workers on new IT equipment	May 2013	Annas Feeney, CEC		
		1.8 Complete service realignment to reduce changes in Social Workers	October 2013	Nigel Moorhouse, CEC		
		1.9 Implement revised Supervision Policy and Procedures	May 2013	Annas Feeney, CEC		
		1.10 Establish a 'Transforming Social Work Practice' Group to develop, implement, monitor and report on improvements and impact in social work practice	May 2013	Nigel Moorhouse, CEC		
		1.11 Introduce Independent Reviews of Children in Need practice	June 2013	Kate Rose, CEC		
		1.12 Develop a Social Work charter – the expected standards for social care in Cheshire East	August 2013	Vicky Buchanan, CEC		
		1.13 Identify and support the roll out of 'Practice champions' to drive good practice within social work teams	May 2013	Vicky Buchanan, CEC		
		1.14 Revise the complaints, compliments and suggestions process for social care to better inform service improvement	June 2013	Jill Greenwood, CEC		
		1.15 Identify methods of engagement for each service area to consult and engage children, young people and parents in service development and implement system to record and measure impact	September 2013	Nigel Moorhouse, CEC		
		1.16 Audit supervision files	October 2013	Sue Atkinson, CEC		
		1.17 Undertake a multi-agency 'mock inspection' to check improvement	November 2013	Nigel Moorhouse, CEC		

					tools to be effective in their roles	
2. The quality and impact of practice is measurably improved across Cheshire East through effective communication, challenge and scrutiny from the LSCB, Children's Trust, Senior Managers and Members	<ul style="list-style-type: none"> Ofsted Report Peer Review Working Together, 2013 	2.1 Establish an Improvement Board to develop, implement, monitor and report on improvements and impact of the Single Improvement Plan	May 2013	Tony Crane, CEC	<ul style="list-style-type: none"> Improved Ofsted judgement Evidence of LSCB members challenging performance Better management information across Cheshire East to inform decision making Quality Assurance Strategy demonstrating impact All elected Members are aware of their safeguarding and child protection responsibilities 	<ul style="list-style-type: none"> Reports to LSCB Reports to Children's Trust Reports to Scrutiny and Policy Development Group LSCB Performance Management Sub-group Reports to the Improvement Board
		2.2 Further develop, implement and evaluate systems to comprehensively monitor and challenge the quality of child protection practice and performance of all statutory partners, including robust multi-agency case audit.	July 2013	Sean Reynolds, LSCB Chair Fintan Bradley, CEC		
		2.3 Develop, implement and evaluate the impact of an outcome focused quality assurance strategy that includes early help, referral arrangements and child in need and child protection planning	July 2013	Tony Crane, CEC		
		2.4 Annual safeguarding report to Scrutiny and/or Policy Development Group	June 2013	Sean Reynolds, LSCB Chair Kate Rose, CEC		
		2.5 Develop, implement and evaluate a systematic training programme to ensure that all elected members are aware of their safeguarding and child protection responsibilities	June 2013	Vicky Buchanan, CEC		
		2.6 Develop commissioning and procurement plans for children's services	July 2013	Lucia Scally, CEC		
		2.7 Agree a consistent approach to evidencing outcomes and impact in practice and disseminate widely through partner organisations	June 2013	Tony Crane		
		2.8 Undertake a comprehensive self evaluation of the LSCB	June 2013	Sean Reynolds, LSCB Chair		
		2.9 Develop a local LSCB framework for learning and improvement	July 2013	Sean Reynolds, LSCB Chair		
3. The voice of the child is fully embedded in service planning and delivery	<ul style="list-style-type: none"> Ofsted Report Peer Review Audit Reports Mock Inspection 	3.1 Re-commission Advocacy and Participation contract to focus on voice of the child, including independent visitors and extending beyond cared for children	October 2013	Alison Ellison, CEC	<ul style="list-style-type: none"> All children and young people's experiences, view and wishes are incorporated into assessment and planning and effectively recorded. Evidence in recording that child has been seen alone. Evidence that children and young people have been offered and, if appropriate, have used the Advocacy Service Increased attendance of children at reviews and key meetings Attendance of children and young people at Corporate Parenting Group Evidence that children and young people are engaged in service development Children in Care Council membership and involvement in service improvement 	<ul style="list-style-type: none"> Audit Reports to SLT Quarterly reports to SLT on children and young people's engagement Report to Children's Trust LSCB training sub-group Quarterly Complaints Report
		3.2 Report quarterly to LSCB and Children's Trust on engagement and impact of children and young people views in service development	July 2013	All partners		

					<ul style="list-style-type: none"> Reduction in complaints from children and young people 	
4. There is an effective 'front door' in place to services for children and families. Staff in all agencies have a clear understanding of levels of need to provide the right response at the right time	<ul style="list-style-type: none"> Ofsted Report Peer Review Children and Families Report Card Social Care and Family Service Review Mock Inspection, Jan 2013 	4.1 Establish policy, procedures and systems for the new Cheshire East Consultation Service (ChECS), including arrangements for sharing information from MARAC	April 2013	Vicky Buchanan, CEC	<ul style="list-style-type: none"> New service up and running Reduction in referrals to social care resulting in no further action Increase in multi-agency CAFs Number of cases where decisions are made within 1 working day of referral Number of cases taking 35 working days or less from the date of referral to the date of a decision on the next steps 	<ul style="list-style-type: none"> Audit Reports to SLT Reports on inappropriate referrals to Children's Trust/LSCB/Health & Wellbeing Board
		4.2 Communicate launch of ChECS to all partners and staff	April 2013	Vicky Buchanan, CEC		
		4.3 Set up a system to ensure that outcomes of referrals to social care are promptly notified to referring agencies	April 2013	Vicky Buchanan, CEC		
		4.4 Establish robust data analysis and performance monitoring system, including monitor of new referrals and incorporate into reports to Children's Trust/LSCB/Health & Wellbeing Board	April 2013	Vicky Buchanan, CEC		
		4.5 Each agency to ensure a system is in place to monitor their referrals to Social Care, including being appropriately flagged on their case management systems	June 2013	All partners		
5. There is effective multi-agency delivery of Early Help	<ul style="list-style-type: none"> Ofsted Report Peer Review Quarterly CAF returns Working Together, 2013 	5.1 Publish a threshold document that includes the process for the early help assessment and the type and level of early help services to be provided; and the criteria, including the level of need, for when a case should be referred.	July 2013	Tim Newton, CEC	<ul style="list-style-type: none"> Increase in multi-agency CAFs Reduction in inappropriate referrals to Social Care (ie, those resulting in no further action) Attendance at multi-agency early help training New contracts in place for early help providers Children and young people's portal of JSNA developed Integrated Early Years Pathway specified and implemented 	<ul style="list-style-type: none"> Audit Reports to SLT Report to Children's Trust re implementation of Early Help action plan Quarterly CAF report Threshold document
		5.2 Develop single organisational reports around: <ul style="list-style-type: none"> Early Help offer Analysis of use of CAF, Lead Professional Contribution to improving outcomes Quality assurance 	June 2013	All partners		
		5.3 Produce quarterly reports on multi-agency early help activity, including evidence that all partners are fully engaged in CAF	July 2013	Tony Crane, CEC		
6. Partners, in particular Health, commit to change	<ul style="list-style-type: none"> Ofsted Report Peer Review 	6.1 Ensure that the Joint Strategic Needs Assessment incorporates an analysis of children and young people's safeguarding and child protection needs and that these are accurately reflected and prioritised in the local area's joint Health and Well Being Strategy	June 2013	Lorraine Butcher, CEC	<ul style="list-style-type: none"> Reduction in referrals to social care resulting in no further action Increase in multi-agency CAFs Implementation plan for Health and Wellbeing Strategy 	<ul style="list-style-type: none"> Reports to Health and Wellbeing Board Reports to Children's Trust Single organisational plans
		6.2 Partners to ensure that children feature strongly within their respective organisational plans	May 2013	All partners		