



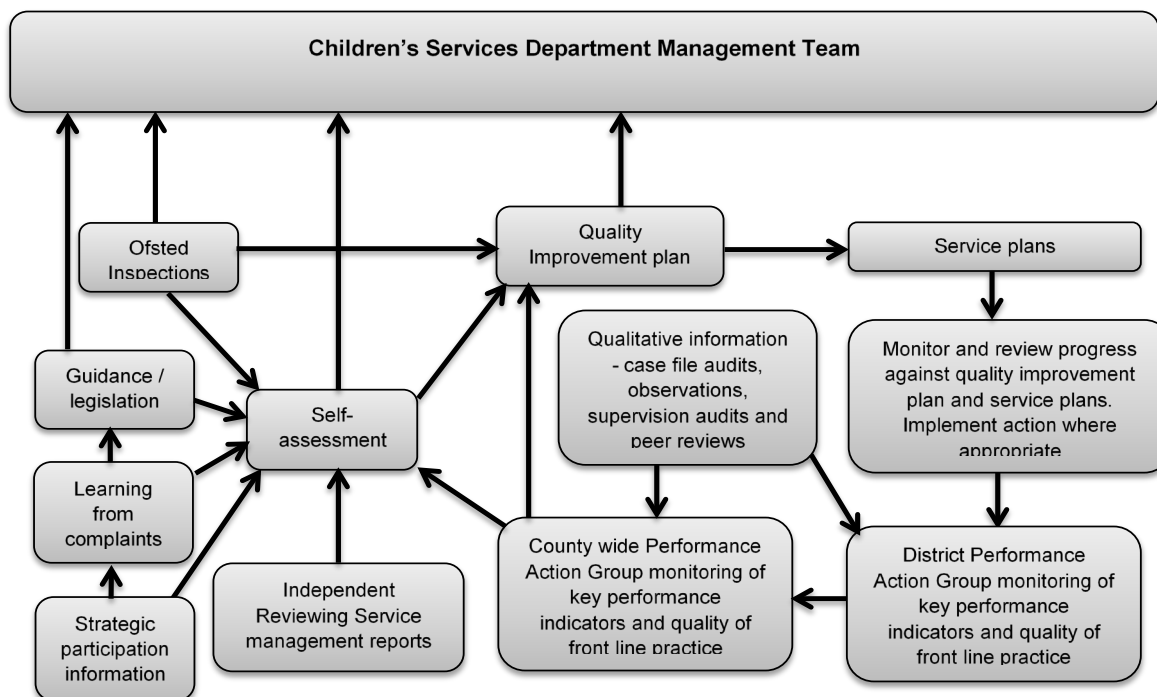
Committee report

Committee	POLICY AND SCRUTINY COMMITTEE FOR CHILDREN'S SERVICES, EDUCATION AND SKILLS
Date	28 NOVEMBER 2019
Title	CHILDREN'S SOCIAL CARE PERFORMANCE QUARTER ONE 2019/2020
Report of	STRATEGIC DIRECTOR OF CHILDREN'S SERVICES

SUMMARY

This report covers the performance data in respect of children's social care for quarter two in 2019/2020. The performance data is presented to Committee as a PowerPoint presentation and progress is summarised in this report.

1. The Quality Matters - Improvement Framework sets out the performance management and quality assurance arrangements for the Children's Services. To be effective and sustainable, quality assurance, performance and continuous improvement needs to be a systems-wide approach, embedded in culture and integrated in practice. All managers and front-line workers within children's social care must work in line within the agreed policies and procedures and ensure that they adhere to and remain up to date with practice and recording requirements. Each worker within children's social care is responsible for their own performance and the quality of the work they carry out with children and their families. The diagram over the page details performance and quality assurance activity and is further underpinned through corporate and political oversight and scrutiny.



2. Children and Young People's Plan Priorities 2017-2020

The Isle of Wight children and young people's plan sets out the strategic priorities for the Isle of Wight. The delivery of this plan is overseen by the Children's Trust, one of the four constituted boards reporting to the Health and Well Being Board as established in the Isle of Wight Council constitution. The following priorities are derived from the joint strategic needs assessment and include what children say is important for them.

- Help children to live in safe and supportive families.
- Ensure that the most vulnerable are protected.
- Improve achievement and achievement gaps for vulnerable children.
- Increase numbers participating and engaging.
- Improve outcomes for children with special educational needs and/or disability.
- Support children to have the best start in life and be ready for learning.
- Support schools and settings to improve attendance and develop positive behaviour.
- Encourage physical activity and healthy eating.
- Promote sexual health.
- Minimise the misuse of drugs, alcohol and tobacco.
- Provide play, leisure, culture and sporting opportunities.
- Improve mental health and well-being.
- Reduce crime and anti-social behaviour.
- Increase participation, voice and influence.

3. Service Plan 2019 to 2021

The Children and Families branch of Children's Services is responsible for delivering a wide range of support and statutory services for children and families which contribute to the children and young people's plan priorities. As a service we have three main functions:

- To support families to help them to look after their children, preventing escalation into statutory services.
- To lead the work to keep children safe and protect them from harm, abuse and neglect. To support families to help them to look after their children, preventing escalation into statutory services.
- Where children cannot safely stay at home, provide permanence through a range of other alternatives.

4. Key Business Activities

To deliver these three functions, children's social care undertakes the following key business activities:

- Deliver the Children and Families Branch Transformation Programme.
- Ensure that children are assessed and receive appropriate services in a timely manner.
- Ensure that children receive services from suitably experienced and qualified staff and that their case loads are appropriately managed.
- Ensure that children achieve permanence and experience stability of care arrangements without undue delay, with reunification planned where this is safe to do so.
- Ensure that children, parents and carers have the opportunity to fully participate in the way the service is developed and the way their individual needs are addressed.
- Ensure effective and robust performance management and quality assurance of children and families branch is in place and informs strategic management of services.
- Deliver robust management oversight of budget and savings strategy.

5. Improvements since May 2019 update

Children's social care was rated as good across all areas in the inspection by Ofsted undertaken in November 2018 and published in January 2019. Ofsted identified four areas for improvement which are detailed in section 11 of this report. In addition, the Quality Matters - Improvement Framework has identified areas for improvement, These areas are identified through the analysis of performance data, audits, observations of practice and feedback from children and families. These areas of improvement are incorporated into the Quality Improvement Plan (QulP). The QuiP is reviewed quarterly with progress and outcomes against actions and areas of improvement scrutinised. The QulP informs the priorities and actions for each team plan. Below are examples of the progress and outcomes achieved since the previous report to Committee in May 2019.

- Number of children in public law outline (PLO) process continues to reduce as does the number concluded within 26-week timescale.
- Successful application to national DWP Parental Conflict Funding to roll out training to the local workforce.
- Continued funding has been confirmed for the Troubled Families Programme for 2020-21, as part of the one-year spending round. The national audit of our local programme was successful.
- Five additional Graduate Entry Training Scheme (GETS) students continue their training.
- Spot check audits on Early Help Assessments continue to maintain quality.
- Participation continues to be a strength with evidence of impact on improvements in social work practice, service development and outcomes for children. Have Your Say Week, 380 children, parents and carers attended 10 different free activities, culminating in a trip to Legoland for 180. Total sponsorship secured was £15,500. Recruited five volunteers to work across the service
- Transformation Programme established with investment by the Council in developing new more effective ways of delivering social work.
- Improvements embedded
- The Corporate Parenting Board is effective with good elected member representation, partner agencies and young people.
- Reunification of children in care underway.
- New marketing campaign for Fostering and Adoption.
- New supervision guidance implemented.
- Local Offer for Care Leavers published, and national Bright Spot Care Leaver survey published

6. Transformation programme underway

The Isle of Wight Transformation Programme is funded through investment by the Isle of Wight Council to develop new ways of supporting families in the context of rising need and finite budget. The programme has three components.

Family multi-agency approach – building on family intervention team success recruiting child mental health workers in Resilience Around Families Team (RAFT) and working with You Trust and domestic abuse workers.

Facilitating effective social work implementing new ways of working, including procurement of new Integrated Children's System (ICS) and implementation of the new document management system.

Developing the Isle of Wight and Hampshire approach – focus on building resilience in the workforce, families and communities. Using new strengths-based formats for assessments and plans in use.

7. Areas for improvement – Ofsted

Following the inspection by Ofsted in 2018 which rated the Isle of Wight children's social care as good across all areas, Ofsted identified four areas of improvement.

a) The quality and oversight of children subject to pre-proceedings plans and the accessibility and clarity of letters before proceedings.

- There has been a reduction in children within the PLO and also the number who have been in PLO longer than six months (only two with a clear rationale in place as to why).
- A new PLO tracker tool has been implemented and performance management through supervision, Performance Action Group (PAG) and County PAG. Exemplars provided to all teams.

b) The response to 16- and 17-year-olds who are homeless.

- A revised protocol and leaflet now in use with children's social care and housing services on Southwark compliance.
- Southwark compliance training with children's social care and Housing delivered.
- ICS to evidence that these children are given all the information they need to make an informed decision regarding becoming looked after.

c) The sufficiency of suitable housing to meet the needs of all care leavers who wish or need to live on the island.

- The current sufficiency duty and action plan has informed the tender for supported accommodation called Pathways to Independent Adulthood.
- The invitation to tender concluded successfully with up to 19 new places for young people with complex needs.
- A housing specialist personal advisor ng recruited to the care leavers team.
- Children's social care working with planning, regeneration and Housing

d) The recording of reflective discussion and actions to progress plans in case supervision records.

- Good practice examples identified in outstanding local authorities and a Research in Practice conference on reflective supervision attended by the principle social worker and workforce development lead.
- A new case record supervision template is in operation and the principle social worker has organised workshops for team managers on reflective supervision.
- Supervision audits evidence reflective supervision.

8. Conclusion

The Quality Matters - Improvement Framework sets out the performance management and quality assurance arrangements for the Children's Services.

The application of this framework has driven performance, improvements in social work practice and achieved better outcomes for children. The progress of improvement was endorsed by Ofsted and continues to be scrutinised by all levels of management. Social work practice is also held to account by the feedback from children and families. Finally, effective elected member scrutiny through committee and cabinet and the Corporate Parenting Board ensures the service remains publicly accountable with the ambition to be an Ofsted rated outstanding service for children and families on the Isle of Wight.

Contact Point: Simon Dear, Service Manager, Strategic Development and Commissioning. ☎ 821000 ext 6764 e-mail simon.dear@iow.gov.uk

STEVE CROCKER

Strategic Director of Children's Services

COUNCILLOR PAUL BRADING

Cabinet Member for Children's Services, Education and Skills