

## **JERSEY CHILDREN'S SERVICES**

### **IMPROVEMENT PLAN, PHASE 1**

**JULY - OCTOBER 2018**

This document reflects the first set of actions that are to be taken by operational managers and practitioners in response to the oral feedback given by Ofsted about its June 2018 inspection of Children's Social Work Services.

These actions are the essential first steps to recovery and address the critical elements of the first phase of improvement that need to be made to the services received by the children we work with. The ultimate goal is to ensure that all children supported by The States of Jersey receive consistently good or outstanding services.

There is no doubt that there is complex work ahead which, though very challenging, is nonetheless eminently achievable. We will ensure that our staff and managers are equipped in full with the skills and knowledge that are required to deliver improvement, and we will provide timely and effective support to ensure that we have the capability to deliver the improvements. We will also build upon our relationships with our colleague agencies and fellow professionals to ensure that those improvement objectives that require us to work in partnership will be achieved with equal success and that partners are aware of their responsibilities to make the necessary changes to do so.

The key messages in this document are that we want to establish in the first phase of our improvement:

1. Excellent levels of compliance with procedural and practice guidance and legal requirements.
2. A consistent understanding of what good practice looks like and how it can be achieved.
3. A stable and skilled workforce without which progress will be adversely affected.

This plan will put us in a strong position to begin to achieve our aims provided we all embrace what is required and we work collectively as a united service. The combination of high expectations, high challenge and high support will underpin the journey to excellence

To support this work, we will put in place a range of activities to monitor and evaluate progress against the plan which we will report to the Improvement Operations Board on a monthly basis and, through that body, quarterly to the Improvement Board chaired jointly by the Chief Minister and Children's Minister. Practitioners and managers will be directly involved in these processes and will be assured that at each stage we will actively consider whether anything further is required to support staff in achieving our improvement goals.

## Improvement Activities to Support our Improvement Journey

<b>Driver of Success 1. Stable and High Performing Workforce</b> <i>“Our workforce is skilled, motivated, resilient and committed to delivering excellent services to children and young people. They are confident and feel supported to make decisions, assess and hold risk and to develop and create innovative solutions”</i>	
<b>Key Outcomes:</b>	<ul style="list-style-type: none"> <li>• Senior leaders with the skills and confidence to develop and sustain an outstanding service for children and families</li> <li>• Implementation of a workforce development programme that supports the creation and sustainability of a new culture</li> <li>• Effective induction and retention of new employees who are engaged and who role model the new culture</li> <li>• Priorities for service improvement articulated, understood and agreed by all staff</li> <li>• Clear understanding of individual roles and responsibilities and contribution to delivering on agreed priorities for improvement</li> <li>• Agreed performance and quality standards, including timeliness and legal requirements, are met</li> </ul>

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
Re-enforce the requirement for, and improve management oversight of cases	Quality and speed of operational decision making is improved	August 2018	Clear accountabilities will drive better and quicker decision making and operational improvements which will lead to better services to children	<b>Coherent distribution of responsibilities will mean that children receive focused support.</b>	<b>MD and Interim AD</b>	<b>All open cases will have a management oversight record on a monthly basis.</b>	
Strengthen reflective	Documented evidence of	August 2018	Children will experience greater	<b>Management oversight and high</b>	<b>Interim AD and HoS</b>	<b>Supervision will be</b>	

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supervision to support and develop the workforce	<p>management oversight will be on all case files and always comprises case direction, advice, decisions and endorsements of agreed actions. Introduce audit activity to evidence compliance with managerial oversight</p> <p>Quality supervision will be recorded and be auditable</p>		<p>consistency and improved quality of social work practice</p> <p>Children will benefit from a service that knows itself well, is responsive to need and provides services that are good or better</p> <p>Children will experience work that is more structured and focused as a result of the reflection and challenge that high quality management oversight and supervision brings</p>	<b>quality supervision will enable children to benefit from well targeted interventions to meet need.</b>	<b>Interim AD and TMs</b>	<b>recorded and will include evidence of reflection on a maximum six weekly basis</b>	
Embed our performance and quality framework throughout children's services so that staff are	The roll out of the back to practice training programme attended by all staff responsible for delivery of services	Sep 2018	Audits will demonstrate improved and compliant practice and management oversight	Children will receive consistent and good quality social work	<b>Interim AD and Senior data analyst</b>	<b>All managers and staff will have attended the 'back to practice'</b>	

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clear about what 'good' looks like	for children. This will set accountabilities, responsibilities and requirements and provide a baseline for all aspects of management and practice. This programme to be integrated into induction training for all new staff		Quality of social work will be improved as evidenced by supervision and quality audits	Children and their families will have a clear understanding of the standards they should expect from social workers and are supported to ensure these standards are met		<b>training programme</b>	
Have a workforce wide understanding of statute, policy and practice requirements	We engage our workforce through focussing our performance improvement on the impact on children and families	Sep 2018	Improved feedback from children, families and our partner agencies, including schools	Children should experience improved speed and effectiveness of decision making	<b>Leadership team</b>	<b>Audit and dip sampling activity will show compliance with statute, policy and practice requirements</b>	
Have a coherent organisation structure that maximises accountability and minimises duplications whilst enabling effective	We are consistent in our approach to performance and quality in all we do  Development of the simplified service structure in	August 2018			<b>MD and Interim AD</b>		

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oversight of the quality of service	conjunction with staff that will support the delivery of our early help strategy and multi- agency work						
Revise the training and development strategy to ensure that it reflects the needs of the service and workforce and is based on an analysis of developmental needs	<p>We have a workforce and training plan that is based on an analysis of the developmental needs across the service and consists of core training and opportunities to attend bespoke training events</p> <p>Personal development is valued and supported. Management actively support staff attendance at training events and enable attendance by ensuring learning and training time is</p>	October 2018	<p>Social work personnel records will reflect training and development opportunities that have been taken up and be able to articulate the impact that it has had</p> <p>Social workers will feel they are part of an environment and culture that promotes and values learning</p> <p>They will feel empowered to demand and receive proper training and access to new skills</p>	<p>Children in Jersey will be supported by social workers who are able to plan better and deliver quality services supported by best in class thinking and experience – this is evidenced by structured evaluation of practice, management oversight, supervision and audits activity. work that is better planned and delivered</p> <p>Children will experience social workers who are</p>	<b>MD and leaders hip team</b>	<b>All social work staff will have a personal development plan and by October 2018 will have agreed with their managers appropriate training events to attend</b>	

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	<p>built into core working practices</p> <p>Staff are given the opportunities to practice and develop their new skills and line managers and supervisors create the environment and culture that recognises and rewards skills, learning and innovation</p>			<p>motivated and energised and have access to a broad range of skills and expertise</p>			

**Driver of Success 2. Improving the Child and Family Journey**  
*“We deliver high quality child centred effective early help and support, providing the right intervention at the right time in the right way. We provide integrated services and seamless clear pathways from early help to specialist support”.*

<b>Key Outcomes:</b>	<ul style="list-style-type: none"> <li>• Sustained improvement in practice through all elements of the child’s journey through social care, including child protection, as a result of effective performance and quality development.</li> <li>• Improvements in practice lead to demonstrable improved outcomes for children and families</li> <li>• Children and families are engaged in assessing the impact of our work and in shaping their plans</li> <li>• All layers of social care workforce have clarity over their role in assessing the impact of their work on outcomes for children and families</li> <li>• Improvement in the financial management of budget</li> </ul>
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What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
<p>Review of MASH processes to identify any barriers preventing statutory work being managed robustly and/or appropriate actions and decisions being taken</p> <p>Ensure chronologies are used for all cases entering MASH</p>	<p>Clear processes introduced for dealing with MASH referrals in a timely and safe way</p> <p>Chronologies will ensure practitioners are fully conversant with all relevant information that may inform their assessment and decision making</p>	<p>Sep 2018</p> <p>August 2018</p>	<p>Improved speed and quality of assessments in MASH</p> <p>Ensure that all staff across the partnership are conversant with statutory thresholds and LBTH expectations of thresholds</p> <p>Ensure management oversight in the MASH and assessment teams</p>	<p>Children will be safeguarded and will benefit from timely and appropriately targeted interventions that draw on historical factors</p> <p>Children and their families receive better targeted support that specifically addresses their identified needs</p> <p>Improved speed and quality of assessments in MASH</p>	<p>Interim AD</p> <p>HoS</p>	<p><b>MASH review will be completed by September 2018 and will be accompanied by an implementation plan if necessary.</b></p>	

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			<p>assure the correct application of thresholds and that no children are stepped down when they need support and protection.</p> <p>Monthly performance reporting to monitor progress.</p> <p>Targeted dip sampling of cases directed to early help from MASH</p>				
<p>A comprehensive performance management system will be introduced to provide immediate and contemporary access to child level data. This will enable effective monitoring of operations and the identification of performance</p>	<p>A specification for timely, comprehensive, child level performance reporting using the MOSAIC system</p> <p>A project team to set up and oversee effective migration of children's records to MOSAIC</p>	<p>October 2018</p>	<p>We will see an improvement in performance and outcomes</p> <p>Child level data will form an integral part of performance conversations and will promote more child centred performance conversations. These will be</p>	<p>Children can be confident that their cases are not being left to drift. They will benefit from staff being able to monitor and be accountable for what is happening on open cases.</p> <p>Children will benefit from the ability of managers and staff to be able to monitor their</p>	<p><b>Interim AD and senior data analyst</b></p>	<p><b>The specification for the performance management system will be completed by August 2018.</b></p> <p><b>All managers</b></p>	

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<p>pressure points and emerging trends</p> <p>Operational Managers will have daily access to contemporary child level data and performance information. It will be accurate and provide evidence enabling managers to support day-to-day work and to performance monitor and review.</p>	<p>A clear and streamlined structure is in place for managing performance and quality with clear roles and responsibility at each level of management and practitioner layer</p>	<p>October 2018</p>	<p>recorded on case files</p> <p>Team and service performance will improve in response to scrutiny and targeted support with pressures and emerging demands being identified in timely ways to enable restorative action to be taken</p> <p>The service, the teams and individuals will have greater transparency about workflow and be confident that performance across the service is meeting agreed standards</p>	<p>work. This will enable individual, team and service performance to be identified and action taken to respond to pressures and concerns. Child level data enables a focus on case related performance that will improve. Team and service performance will also improve in response to systematic scrutiny and support.</p>	<p><b>Interim AD and senior data analyst</b></p>	<p><b>will be trained in the use of child level data to support their oversight of performance within a month of implementation.</b></p>	

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<p>Strengthening the Safeguarding Board effectiveness</p> <p>Review and revise the MASH Board and update the Terms of Reference</p>	<p>Refocus on core priorities Alignment with Jersey's partnership bodies</p> <p>Strengthening its governance role and making this central to the improvement plan</p> <p>Exploring opportunities to work more effectively across the States of Jersey</p>	<p>Sep 2018</p> <p>October 2018</p>	<p>Objectives for performance will be defined within new terms of reference</p> <p>Learning from serious case reviews and best practice is embedded within our practice</p>	<p>Ensuring all staff across The States of Jersey understand statutory thresholds and expectations will prevent delays in responding appropriately to children who are in situations where they may be harmed or at risk of harm or where their family life may break down.</p>	<p><b>Independent chair in consultation with Director General</b></p> <p><b>Interim AD</b></p>	<p><b>All learning from SCRs will be available to all staff within 7 days of publication.</b></p> <p><b>The revised terms of reference for the MASH will be 'signed off' within one month of the completion of the review.</b></p>	
<p>Development of Permanency Strategy to reduce drift and delay for Looked After Children</p>	<p>Voice of child and family embedded in performance and service review and improvement plans</p>	<p>August 2018</p>	<p>Direct feedback from Children and Families of their experiences</p> <p>Demonstrable improvements in</p>	<p>Children will be able to settle in permanent placements much more quickly, enabling them to be more secure and make stronger and lasting attachments</p>	<p><b>Interim AD /HoS</b></p>	<p><b>All children looked after will have a permanence plan by their second review.</b></p>	

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	<p>Improve our working practices and adhere to clear standards for quality and timeliness where judicial input is required.</p>		<p>outcomes for children and families – e.g.            Reduced timescales for children achieving permanence             Reduction in legal spend             Feedback from courts</p>			<p><b>Revised guidance for practitioners on all aspects of permanence planning, including legal planning, will be available from September 2018.</b></p>	

<b>Driver of Success 3. Early Help and Prevention</b>	
<i>“We deliver excellent early help and early years services to optimise the prospects for all our children to flourish. We intervene early to enable families, wherever possible, to provide loving, stable, safe and healthy environments for their children”.</i>	
<b>Key Outcomes:</b>	<ul style="list-style-type: none"> <li>• A clear vision and strategy for Early Help which is understood &amp; owned across The States of Jersey</li> <li>• Multi-agency approach with co-location at a local level to improve identification &amp; targeting of resource</li> <li>• Reduced level of demand for services at the higher end of the spectrum of need in children’s services, reflecting improved outcomes for families.</li> <li>• A local offer in place for children and young people with SEND that rests on a culture and understanding that all services make a contribution, including universal services.</li> </ul>

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
<p>Commissioning plan to support delivery of Early Help Strategy</p> <p>Training for new approach to multi-agency working</p> <p>Support the workforce across The States of Jersey, with clear thresholds, guidance and advice</p>	<p>Early Help strategy developed with partners that responds to need</p> <p>Development of a common language from the outset that is shared with partners but also understood by children and families</p> <p>Implementation of service redesign and commissioning to meet that need</p>	<p>October 2018</p> <p>October 2018</p> <p>October 2018</p>	<p>Families are being strengthened</p> <p>Children and their families tell us that this approach works for them</p> <p>A reduction in the volume of cases progressing to social care as children are supported as early as possible and their needs are met by Early Help</p>	<p>Children and families will experience more targeted support aimed at addressing root cause of their need</p> <p>Social care staff will be knowledgeable about when to step up/step down and partners will refer</p>	<p><b>MD</b></p> <p><b>MD/Training and development partner</b></p>	<p><b>‘Back to practice’ training will incorporate a module on Early Help.</b></p>	

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
<p>Raise the profile and importance of data so that it becomes an integral and valuable source of information, evidence and insight to support more effective practice and commissioning</p>	<p>Knowing our families within our locality teams (building on the team around the school model already in existence)</p> <p>See families as partners in our decision making – where possible look at real co-production of solutions and target outcomes not simply ‘engagement’</p> <p>What we do and the way that we do it is understood at all layers across our partners, developed by a stronger approach to communications and an ongoing evaluation of what</p>	<p>Sep 2018</p>	<p>Reduction in children becoming LAC</p> <p>Reduction in children offending</p>	<p>appropriately children who need intervention.</p> <p>Children will benefit from intelligent use of data to plan or revise services to ensure that they are well targeted and high quality.</p>	<p><b>Interim AD</b></p>		

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	<p>we do and the difference it is making</p> <p>Feeding in the feedback from children and families about what they want and what they think would work</p>						

**Driver of Success 4. Placements**  
*“Children are supported to live at home wherever possible. When they cannot remain with their families, they are nurtured within a caring home. Services are wrapped around the child to minimise disruption and to ensure they have the best support needed to enable them to flourish”.*

<b>Key Outcomes:</b>	<ul style="list-style-type: none"> <li>• A States of Jersey sufficiency plan, that includes evaluation of all current placement (including youth justice) provision</li> <li>• Seamless journey to permanence – minimising hand offs but ensuring a focus on achieving permanency for those children where the decision has been taken that this in in their best interests</li> <li>• Clear and detailed needs assessment to support any placement so outcomes are clearly stipulated, monitored and evaluated to ensure they support children to flourish</li> <li>• Strong relationships with providers, including foster carers, so we have a growing cohort of professional carers who can provide care and support to children</li> <li>• Improve the recruitment and retention of foster carers building on best practice from elsewhere on how to increase the numbers of internal foster carers</li> <li>• Clarity on the role of corporate parent in Jersey and how this responsibility will be delivered, clearly set out in a corporate parenting strategy</li> </ul>
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What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
Using existing data on looked after children, and in the longer term the findings of the sufficiency strategy, target foster carer recruitment to meet the needs of children and young people.	Focus on removing any blockages in the assessment process so that foster carers are safely approved as expediently as possible	October 2018	<p>Increased pool of foster carers with skills to meet diverse needs</p> <p>Create a revised sufficiency strategy that ensures that all children who need care are placed at the earliest opportunity in resources that meet</p>	<p>Children who are in need of foster care will have increased availability of ‘on Island’ placements</p> <p>Children will benefit from choice of placement which will meet their needs and will avoid unnecessary changes of placement.</p>	<b>Interim AD and HoS</b>	<p><b>Work will begin on scoping and developing a SoJ Sufficiency Strategy by August 2018.</b></p> <p><b>A revised pathway on</b></p>	

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
Review the process for approving foster carers and identify blockages that are impacting on approval timescales		August 2018	<p>their needs and avoid unnecessary further moves.</p> <p>The sufficiency statement will be based upon a detailed analysis of need of all children likely to be in the looked after system and will accommodate emerging trends of demand.</p> <p>Approval timescales reduce</p>	<p>The likelihood of placement disruption will be reduced. Where it is in the children's best interests, placements will be geographically located so as to support contact with their families and friends.</p> <p>There will be a choice of accommodation which is accessible at the point of need for children who have to live away from their parents.</p> <p>At the point of entry into care, unnecessary moves will be avoided.</p>	<b>Interim AD, senior data analyst and HoS</b>	<b>the recruitment and assessing foster carers will be completed by September 2018</b>	
Review of terms of reference of the Placement Panel –	Panels will expect needs to be clearly stipulated and outcomes to be specified as part of	August 2018	Placement outcomes will be measurable and demonstrate improvement	Children will be involved in specifying the outcomes they wish to achieve and be	<b>Interim AD/HoS</b>	<b>Revised terms of reference for the</b>	

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
<p>ensure strong outcome focus</p> <p>Review of external placements</p> <p>Implementation of revised performance framework</p>	<p>any placement decision making (emergency placements will require retrospective evaluation within agreed timeframe)</p> <p>Assess current placements to ensure they are value for money and delivering the outcomes expected</p> <p>Embed reflective practice into the way we work so that everyone at all levels understands good practice and strives for it</p>	<p>September 2018</p> <p>October 2018</p>	<p>There will be a reduction in placement breakdown</p> <p>We will be able to evidence that we are achieving value for money with placements – the main emphasis being on the outcomes that are being achieved for children for whom the States of Jersey is the Corporate Parent</p>	<p>active participants in assessing if their needs and agreed outcomes are being met</p>		<p><b>Placement Panel will be agreed by August 2018.</b></p> <p><b>All looked after children will have defined placement outcomes as part of their plan from September 2018.</b></p>	
<p>Targeted work with foster carers to strengthen the capacity and capability of the service to deliver the strategy</p>	<p>Engagement of foster carers in shaping the service development to support recruitment and retention of foster carers</p>	<p>October 2018</p>	<p>Improved recruitment and retention of foster carers</p> <p>Improved timescales for conversion from</p>	<p>Children that are unable to live with their birth families will be nurtured within a caring home environment</p>	<p><b>Interim AD/HoS</b></p>	<p><b>Plans to involve foster carers in shaping the development of the</b></p>	

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	<p>Proactive service development arising from performance framework</p> <p>Diversity of carers to meet the needs of children</p> <p>Working with carers, children and their families to shape the service and care provided</p>		<p>application to foster to placement Fewer placement breakdowns</p> <p>Positive feedback from children and carers reflects the improvements that have been made</p> <p>Improved availability and choice of placement</p>	<p>Services will be wrapped around the child to minimise disruption to them</p> <p>Children will have access to the services and support needed to ensure they can flourish</p>		<p><b>service will be incorporated into the scope of the Sufficiency Strategy by August 2018.</b></p>	

<b>Driver of Success 5. Performance, Quality and Risk</b> <i>“Our services are outcome driven and we are clear about the impact that we are having on children. The outcomes our children and young people achieve demonstrates we provide a high performing service”.</i>	
<b>Key Outcomes:</b>	<ul style="list-style-type: none"> <li>• We have service wide, functional systems and processes that support the delivery of improvement activity/actions</li> <li>• We have a clear approach to risk that is shared and understood by our partners</li> <li>• We have a child centred performance and quality framework that is embedded in our workforce</li> <li>• The child’s voice is central to our measurement of performance and quality</li> <li>• Children and family are engaged in shaping their plans and assessing the outcomes achieved</li> <li>• Our quality is assessed and improvements informed by internal and external evaluation – including young inspectors derived from children and young people who have current or previous experience of the care system in Jersey</li> </ul>

<b>What do we plan to do to get us there?</b>	<b>What will make the difference?</b>	<b>When will this happen?</b>	<b>How will we measure our success?</b>	<b>How will children know things are different (impact)?</b>	<b>Lead</b>	<b>Evidence of Progress</b>	<b>RAG rating</b>
Assessments will be completed within the agreed timescales and we will monitor this through the weekly performance surgeries and monthly performance meetings	Relentless focus on compliance and quality and transparency of performance that is captured and reviewed	August 2018	<p>Improved numbers of assessments will be completed within timescales appropriate to the child’s needs.</p> <p>Improve the quality of all assessments for children and young people that will incorporate their ‘voice’.</p>	<p>Children will be aware of agreed timescales and can be confident that their case is being dealt with promptly and to agreed standards</p> <p>Children will benefit from an assessment and subsequent plan that is based on an understanding of their cultural needs and how services will respond to the diverse natures of families.</p>	<b>Interim AD/HoS/TMs</b>	<p><b>90% of new assessments will be completed in the agreed timescales but within a maximum of 45 days by September 2018.</b></p> <p><b>All completed</b></p>	

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			<p>Improve the quality of direct work so that it is purposeful and meaningful and incorporated into assessments and plans.</p> <p>Improve assessments to include a better understanding of the diverse nature of families and ensure this is assessed as part of a holistic assessment that translates into a robust care plan for the child.</p> <p>Ensure that decisions and actions for children are based on an updated assessment of need taking into</p>	<p>Children will contribute through direct work with their social worker. Records of this work will be identified on files and evidenced in assessments and plans</p> <p>Children will know that their voices have been heard</p> <p>Children's needs will be better understood and articulated more coherently and holistically.</p> <p>Children's long term emotional wellbeing will be improved.</p>		<p><b>assessments will include a record of the 'child's voice' by September 2018</b></p> <p><b>Each LAC review will consider whether a reassessment is required by September 2018</b></p>	

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			<p>account any significant events that occur in children's lives that directly impact on them.</p> <p>Audit will establish improvement in assessments being undertaken in children social care</p> <p>Improved numbers of assessments completed within agreed timeframes</p>				
<p>Review and strengthen the process for recording and reporting on missing children</p> <p>Develop understanding of the links to CSE</p>	<p>Daily updates to the AD will ensure there is urgent attention placed on locating children who are missing</p> <p>Weekly highlight reports will identify any children missing for more than 5 days and this</p>	<p>Sep 2018</p> <p>October 2018</p>		<p>Children will understand what processes are triggered if they go missing and through appropriate interventions will be engaged and supported to reduce incidents where they become at risk of harm</p>	<p><b>Interim AD/HoS</b></p> <p><b>Interim AD/HoS</b></p>	<p><b>A revised process for reporting and responding to missing children will be implemented by</b></p>	

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
and criminal exploitation	will be escalated to the MD			<p>Children will receive a return home interview within 72 hours of being found.</p> <p>For those children who are vulnerable due to prolific missing incidents, plans will be put in place to disrupt this activity.</p> <p>Children will experience agencies working together more effectively and consistently to understand the patterns and trends associated with their missing episodes. This understanding and its associated actions will support prevention and disruption activity that will reduce children's vulnerabilities.</p>		<p><b>September 2018</b></p> <p><b>By September 2018, plans will be laid to ensure that 75% of return home interviews will be completed within 72 hours and reasons for not doing so will be recorded.</b></p> <p><b>Multi-disciplinary work to develop a menu of intervention in missing and</b></p>	

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						exploitation work will be commenced by September 2018.	
<p>Revise the quality assurance framework and implement the agreed case file audit template</p> <p>The quality assurance framework will provide a programme of robust case file audits that will support performance management. Follow up systems will be in place to ensure that actions required following</p>	<p>Alignment of quality assurance activity with service and improvement priorities</p> <p>Introduction of an annual programme of audit activity, including deep dive and thematic audits and dip sampling to measure the effectiveness of the improvement actions and the improved outcomes</p>	<p>Sep 2018</p> <p>October 2018</p>	<p>Improved compliance with requirements and improved quality assessment, planning and intervention which reflects the needs and views of children as evidenced through the audit and dip sampling</p> <p>Improved performance data across a range of agreed measures</p> <p>An annual programme of audit activity, including deep dive and thematic audits and dip</p>	<p>Services to children will improve as a result of consistent, regular and comprehensive compliance checks that will hold social workers to account for delivering high quality services to children</p> <p>Where services fall below expected standards, children will be assured that action will be taken and things will be improved as a result</p> <p>Children will benefit from having a systematic and timely effectiveness and compliance check on</p>	<p>MD/Interim AD</p> <p>Interim AD</p>	<p><b>A programme of audit and dip sampling activity that is aligned with Improvement Board priorities will be in place by August 2018.</b></p> <p><b>A method to evaluate audit outcomes and impact will be</b></p>	

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audit are completed.	<p>delivered to children.</p> <p>Train and develop a pool of auditors and moderators to include senior managers</p>		<p>sampling will be introduced by the end of August 2018 to measure the effectiveness of the improvement journey and the benefits to children of the improvement actions</p> <p>Train and develop a pool of auditors and moderators that will include senior managers.</p> <p>Formalise the tracking of audit outcomes and recommendations to ensure that individual cases are improved and learning from audits is captured and supports policy and</p>	<p>services that are provided to them.</p> <p>Children will benefit from the knowledge that audit and dip sample recommendations will be followed up to ensure that the required action has been taken and has impacted as anticipated.</p>		<p><b>agreed by September 2018.</b></p> <p><b>Work will also commence with the JSB to establish a focused programme of multi-disciplinary audits.</b></p> <p><b>A training programme for auditors and moderators will be established by September 2018 and</b></p>	

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
			practice development.			<b>completed by December 2018.</b>	
Prepared detailed service plans to support delivery of key targets. Leaders to be held accountable for delivery of service plans	Service plans for each area (safeguarding, LAC, Early Help etc) will be prepared by Heads of Service and agreed by the Children's Management Team and the Improvement Board. These will incorporate required improvement actions to meet the priorities of the Improvement Plan and any specific actions coming out of the Ofsted inspection	Sep 2018	Quarterly reports to be produced evaluating the impact of the service plans. These will be presented by each Head of Service to the Improvement Board and the Children's Services Management Team  Performance management data will enable progress to be established and action taken to respond to pressures and emerging trends	Children will benefit from children's service being held to account for delivering on its commitment to deliver high quality services  They will also benefit from service plans that clearly articulate the role of other partners in supporting it to continually improve every aspect of services that impact upon a child's journey – through this we will be able to hold others to account for their contribution in helping us deliver on our promises and commitment to children		<b>Each service will have a service plan by September 2018 that will inform team plans.</b>	

