

# Thurrock - Children's Social Care

## Development Plan 2017-19

This Service Development Plan has been developed to retain the Ofsted inspection report recommendations and updated to include current improvement priorities. Delivery of the plan priorities will position the authority well to achieve a "good" rating in future inspection. The authority must be assured that the Ofsted recommendations are acted on to deliver better outcomes for children. Ofsted recommendations are identified in the plan as Ofsted 1, Ofsted 2 etc. The Development Plan has been developed around eight key priorities for improvement:	RAG Summary of all areas	
	Previous period	Current period
	2.0	2.6

	Previous period	Current period
1. Recruiting, retaining and developing a skilled and confident social care workforce	2.8	3.3
2. Providing coherent and coordinated early help services to children and their families	1.7	2.3
3. Building consistent quality and timeliness of assessment; care planning and decision making for children in need and in need of protection.	1.5	2.5
4. Ensuring high quality support and services for looked-after children and effective permanency planning. Ensuring timely purposeful post adoption support.	2.0	2.9
5. Putting the voice and day to day experience of the child at the centre of social care practice	2.0	2.0
6. All children missing from home or care must have access to a return interview. Analysis arising from risks faced by children missing from home or care and children missing from education should inform action to reduce risk	1.5	2.5
7. Supporting young people leaving care to have a positive and successful transition to adulthood and independence	2.3	2.4
8. Embedding strong quality assurance and governance mechanisms to drive continual improvement in services	2.6	2.9

Specific actions to achieve improved outcomes for children and young people are set out under each of the eight priorities. Each action includes the timescales by which the improvement should be delivered alongside a clear indication of how success will be measured and evidenced. Progress will be RAG-rated and reported monthly to the Improvement Board. The report is linked to a separate dedicated performance report that will be updated monthly. Full details of the progress tracker are set out on the following page.

Governance - The Service Development Plan will be overseen by the Development and performance Board chaired by the Chief Executive. The Lead Member will also review progress.

1	The action has not yet started or there is significant delay in implementation. The action must be prioritised to bring it back on track to deliver improvement.
2	The action has started but there is some delay in implementation. The action must be monitored to ensure the required improvement is delivered.
3	The action is on track to be completed by the agreed date. Evidence is required to show that the improvement has been sustained.
4	The action has been completed and there is evidence that the improvement has been sustained. The action remains in the plan for monitoring.
5	The action has been completed and there is evidence that the improvement has been sustained. The action can safely be removed from the plan.

Priority	Indicator	Polarity	2016/17	SN Average	Jul	Aug	Sep	Oct	Nov	Dec	Notes	YTD	DOT
P1	Social Work teams vacancies/ agency staff	Asked John Cooke				10					Asked John Cooke	10	
P1	SW Team Supervision timely %											0	

Priority 1	Outcome	Action	Success measure(s)	Lead	Responsible Officer	Time	RAG initial	RAG 01/18	RAG 03/18	RAG 05/18	Progress update
Recruiting, retaining and developing a skilled and confident social care workforce	Ofsted recco14 There is permanent and stable social work workforce. The workforce is well qualified and motivated with access to high quality professional development and supervision focused on delivering excellent outcomes for children, young people and their families. There are attractive career pathways enabling the organisation to retain social workers and support them into advanced practitioner and management roles.	Create clear management structure for Children's Social Care that will strengthen leadership and pace of delivery of good services	Senior Management structure established	S Murphy		Jan-18	4	4	0	0	Costed structure in place.
		All Service Leader posts are filled by permanent staff	All Service Leader posts are filled by permanent staff	S Murphy		Apr-18	4	4	0	0	Permanent staff now in post Jan 18
		Implement a practice model of social work for Children's Services that will support the delivery of best practice;	Signs of Safety Model is in place and supported by front-line managers and staff	S Murphy	Joe Tynan	Sep-18	2	2	0	0	SOS model introduced programme of work in place to ensure consistent access to training
		OFSTED recco 14 Create a profile for the social work workforce required to deliver the current levels of activity; Establish a clear baseline for Children's Services and a practice and financial plan for delivery that will sustain the service	Caseloads are an average of 18; there are no unallocated child protection cases or cases where a child is looked after; MASH arrangements are effective in setting consistent threshold. There are sufficient staff to meet demand.	S Murphy	Joe Tynan Janet Simon	01 April 2018	4	4	0	0	There are sufficient posts in place and the number of vacant posts have reduced significantly in the last 12 months. Use of agency staff has reduced from over 70 to 44.
		Implement a workforce strategy with a focus on sustaining the recruitment and retention of social workers	Strategy in Place to sustain recruitment and retention. Reduced use of agency staff. Most staff permanent offering continuity to children.	S Murphy	Janet D	Jan-18	2	4	0	0	Recruitment + Retention Strategy in place to meet recruitment of SWs and front line managers. Will have sustained attention to further reduce vacancies below 20%
		Complete a knowledge and skills audit of the workforce to determine the current levels of professional competence and to inform the design of the learning and development offer.	PDR exercise 2018 will capture skills audit. 4/18: Practice standards put in place and learning development plan to be updated to reflect practice standards and required competencies and common issues arising from PDRs.			May-18	2	4	0	0	Required competence levels identified. Knowledge and skills statement and Social work practice standards introduced. Updated learning and development plan to be updated following PDRs May 18
		OFSTED recco 16 Improve the quality, frequency and recording of professional supervision to ensure that it is reflective, improves the quality of practice through case discussion and focuses on professional and personal development.	Supervision Policy, Supervision Record and Supervision Audit tool in place shows quality of supervision at least adequate. 90% of social workers received four-weekly supervision which is clearly recorded and effective. Supervision tracking system in place. To be evidenced through performance information and audit	Joe Tynan	Neale Laurie	Sep-18	2	2	0	0	Supervision Policy in place and fully operational. Auditing of supervision records shows inconsistency of supervision. Supervision policy for social workers in place and subject to monitoring and audit. Quality of supervision to be supported by further guidance and training.
		Leadership and management sessions help managers to build confidence and competence in delivering practice and performance improvement	There is evidence of engagement with middle and front line managers. Managers report more confidence and competence in managing performance and practice.	Wendy Brown and improvement consultant		Jan-18	2	2	0	0	Workshops planned to commence February to support middle and front line managers in driving improvement.

Previous period	3
Current period	3

Priority	Indicator	Polarity	2016/17	SN Average	Jul	Aug	Sep	Oct	Nov	Dec	Notes	YTD	DOT
P2	Of cases closed % where outcomes met				99.7%	97.1%	99.5%	100.0%	100.0%	100.0%		0	
P2	Number of CAFs completed by HVs					2	7	5	4	6	4	0	
P2	% children seen within 15 days of referral						93.3%	97.1%	92.5%	90.8%	96.7%	0	

Previous period	2
Current period	2

Priority 2	Outcome	Action	Success measure(s)	Lead	Responsible Officer	Time	RAG Initial	RAG 01/18	RAG 03/18	RAG 05/18	Progress update
Providing coherent and coordinated early help services to children and their families	Ofsted recco 2 Children and families in need of help are identified early and their needs are assessed; targeted support is provided to address the assessed needs child and their family which brings multi-agency services together to improve outcomes and reduce the likelihood of needs escalating so that they require support from statutory social work services.	OFSTED recco 2 Engage with partner agencies to implement an early help strategy and operational framework which clearly sets out the early help offer and referral pathways.	Early Help Services operate in a coordinated way and have a shared understanding of practice standards and thresholds Partners make early referral to early Help pathways.	Clare Moore	Teresa Goulding	Apr-18	2	2	0	0	Early Help Strategy in development in consultation with partners to be completed March 18. Consistent practice promoted by workshop sessions to incorporate SOS approach by June 18. Recording to capture outcomes by Feb 18 Outcomes star introduced. Threshold understood to be tracked in quarterly audit.
		A consistent approach to assessment and EH plans is established and evidenced through audit .Cases that step down from social care have good quality information that include risk assessment and contingency plans	Clare Moore	Joe Tynan	Jun-18	2	2	0	0		
		A consistent approach to assessment and puposeful EH plans to drive progress of work is established.OFSTED recco 2 A QA framework is embedded to support consistent practice. Step down referrals to EH prepared by social care make clear the support needed any continued risks and contingency and safety plans required at step down.	Clare Moore	Teresa Goulding	Jul-18	2	2	0	0		
		Targeted early help interventions are effective at preventing the escalation of children's needs. 70% of early help assessments are closed with some or all outcomes achieved.	Clare Moore	Teresa Goulding	Jul-18	2	2	0	0		
		Thresholds between early help and social care understood and applied proportionately.[AUDIT]	Clare Moore	Neale Laurie	Apr-18	2	3	0	0		
		Children are consistently seen within 15 days of referral or step down from social care	Clare Moore	Teresa Goulding	Apr-18	2	2	0	0		
			EH staff participate in MASH to support shared development of threshold and to reduce referrals needing a social care intervention	Clare Moore	Teresa Goulding	Apr-18	1	4	0	0	Currently 96.7% children seen within timescale tracked monthly. EH staff joined MASH on 15th Jan 18
			Increase use of CAF by Health Visitors	Clare Moore	Teresa Goulding	Apr-18	1	1	0	0	Tracking introduced Jan 18 as numbers reported remain low.

Priority	Indicator	Polarity	2016/17	SN Average	Jul	Aug	Sep	Oct	Nov	Dec	Notes	YTD	DOT
P3	% Assessments in 45 days				94.6	92.9	88.8	94.5	89.6	96.1		0	
P3	Plans graded good at audit %				50.0%	13.8%					Data for audits being collated	0	
P3	CP visits completed in timescale %										data on LCS being cleaned	0	

Priority 3	Outcome	Action	Success measure(s)	Lead	Responsible Officer	Time	RAG Initial	RAG 01/18	RAG 03/18	RAG 05/18	Progress update
Improving the quality and timeliness of assessment and care planning and decision making for children in need and in need of protection	Ofsted recco 3 Risk is identified responded to and reduced. Assessments and plans are timely and analytical with clear identification of needs and risks and a focus on measurable goals and outcomes for children and young people, including planning for permanency where this is appropriate. Assessment identifies risks for each child and steps to reduce risk are included in a plan that is SMART. Children are seen and spoken to so that their concerns and day to day experience inform the assessment and plan. Visits are timely to support pace and purpose of the work	Ofsted recco 2 The multi agency partnership within MASH develop and promote a shared understanding of threshold among partners. MASH ensure a timely proportionate response to contacts and referrals.	The MASH drive a shared understanding of threshold through partner agencies. The MASH have systems and practice in place to ensure a timely proportionate response to contacts and referrals ensuring risk is recognised and responded in a timely way. Performance reporting and audit evidence timely proportionate responses that reduce risks for children.	Joe Tynan	Shadiat Ogu	Apr-18	3	4	0	0	Threshold well understood and responses are proportionate to risk. Timescales monitored to avoid delay in decision making. Urgent referrals receive a timely response. Less urgent referrals are also concluded in a timely way. Current performance 85% referrals resolved in 24 hours target 95%
	Risk is identified responded to and reduced. Assessments and plans are timely and analytical with clear identification of needs and risks and a focus on measurable goals and outcomes for children and young people, including planning for permanency where this is appropriate. Assessment identifies risks for each child and steps to reduce risk are included in a plan that is SMART. Children are seen and spoken to so that their concerns and day to day experience inform the assessment and plan. Visits are timely to support pace and purpose of the work	Thresholds are appropriate and S47 strategy meetings meet statutory requirements and are completed in a timely way Partner agencies particularly schools who know the child and family participate in risk assessment	Strategy meetings records capture description of all household members and known visitors. The risks to each child. Describes the steps to be taken immediately to investigate concerns and reduce risk. Describe safety plan pending ICPC. Target 80% cases	Joe Tynan		Apr-18	2	2	0	0	Insufficient evidence of consistency. Being tracked through sample audit.
	Strengthen timely decision making to ensure permanency is achieved for children so they know where they will live as soon as possible. Ensure children subject to FLO or in care proceedings do not drift. Ensure that robust plans are in place and that cases are progressing at a pace that matches children's needs.	Children are seen within 5 days of allocation for assessment to ensure the child is safe and their views and experience day to day inform assessment	Audit shows children seen in a timely way and their views inform assessment Target 90% child seen in 5 working days	Joe Tynan	Neale Laurie	Apr-18	2	4	0	0	Current performance shows 83% children are seen within 5 working days
		Ofsted Recco 3 Assessment is proportionate and timely takes into account history and the day to day experience of children	Ofsted recco 3 85% of child and family assessments, CLA and Pathway Plan assessments are completed within agreed timescales. All assessments include evidence of the child being seen and spoken to or observed if under 3yrs. The child's concerns inform the assessment. All assessments are informed by family history evidenced by a chronology. All assessments include a completed plan unless NFA outcome. Target 70% audits good or better	Strategic Leads and all Service Managers	Neale Laurie	Oct-16	2	2	0	0	Currently 93.8% of assessments are completed in timescale [Good performance]. Audit shows 10% judged inadequate. 30% good. Training plan via workshops from February to support improvement to 70% good
		A range of risk assessment tools are routinely used to inform safety plans in particular CAADADASH graded care tool and CSE risk assessment	Audit shows appropriate risk assessment tools used to inform assessment Target in 70% of cases	Joe Tynan	Neale Laurie	Apr-17	2	2	0	0	Safeguarding team manager auditing conference records and plans to promote good practice. Workshop with chairs to improve plans and promote use of risk assessment tools
		Ofsted recco 3 Plans are purposeful and SMART and drive the pace of the work to achieve change	Ofsted recco 3 Plans are specific, purposeful and timescaled - SMART Plans describe outcomes or goals for the child, actions to deliver goals and timescale. CIN/CP/CLA and pathway plans meet 70% good or better at audit	Strategic Leads and all Service Managers	Neale Laurie	Apr-18	2	2	0	0	Current practice still not consistently good. Practice workshops will support practice improvement to start Feb 18
		Direct work with all children informs assessment and plans	All workers must be competent in engaging with children particularly children with communication difficulties including Children with disability team	Strategic Leads and all Service Managers	Wendy Brown	Apr-18	2	3	0	0	Children are consistently seen but further work needed through practice sessions to promote consistent quality of engagement.
		Visits to children must be timely to ensure children are safe	Visits to children on a CIN or CP plan must be completed in timescale Target 90%	Joe Tynan	Neale Laurie	Apr-17	2	2	0	0	Compliance and recording need to improve significantly; investment made in cleansing data, reports available for next update. CIN visit data not currently available.
			All cases have effective management oversight to ensure timely actions. Tracking process shows children do not remain subject to FLO for more than 2 weeks. Target 90%. To be evidenced through compliance reporting.	Joe Tynan	Neale Laurie	Mar-17	2	4	0	0	FLO Tracker in place to ensure review of FLO cases to avoid drift. Reviewed monthly
		Ensure recording standards are understood and consistently met so that the progress of work and the rationale for decisions is clear	Recording meets required standards and should be updated within 24 hours where recording of risk needed and within 2 weeks in all other cases. Monitor via audit Target 80%. Decisions are clearly recorded and the rationale for decisions are clear. Monitor via audit Target 80%	Strategic Leads and Service Managers	Neale Laurie	Mar-17	2	2	0	0	Audit shows practice inconsistent. Review of recording system to be completed by March to support better recording.
Risk is identified responded to and reduced. Assessments and plans are timely and analytical with clear identification of needs and risks and a focus on measurable goals and outcomes for children and young people, including planning for permanency where this is appropriate. Assessment identifies risks for each child and steps to reduce risk are included in a plan that is SMART. Children are seen and spoken to so that their concerns and day to day experience inform the assessment and plan. Visits are timely to support pace and purpose of the work		Assessments of children with disabilities lead to the timely provision of protection, support and services. Assessments inform EHC Plans that are SMART Target 80%	Clare Moore		Jun-17	2	3	0	0	Timeliness of assessment is above target. Workers within the disabilities team have been trained on developing pathway plans for children open to the service. Quality of plans need further improvement	
		Assessments of older children identify support needed at transition to adult services that will maximise independence. Target 80%	Strategic Leads and Service Managers		Jun-17	2	3	0	0	Quality of practice standards introduced and threshold document in place	
		Ensure the quality of assessments for children with disabilities, including the assessments of young people that are due to transition to adult services. Risk is recognised understood responded to and reduced.	Children with a disability who are looked after have a pathway plan to support them in developing independence. Target 95%	Clare Moore		Jul-17	2	3	0	0	Joined up approach to resources panels put in place for children with acute or continuing health care needs or disabilities
		Children with a disability have support to access education training and employment that will assist them in achieving independence.	Children with a disability have support to access education training and employment that will assist them in achieving independence.	Clare Moore		Jun-17	2	3	0	0	All young people needing a transition plan should have one agreed with adults services by 17years.
		Monitor formal case escalation procedure for the child protection conference service and the independent reviewing service.	Target 70% case audits are 'good' or better at audit. To be evidenced through casework audits.	Strategic Leads and Service Managers	Neale Laurie	Jun-17	2	2	0	0	Audits still show inconsistent practice to be addressed through practice workshops starting Feb 18
		Child Protection Conferences provide robust challenge and decision making to drive plans to deliver reduced risk to children in a timescale suitable to the needs of the children.	A formal case escalation procedure is in place and effective at progressing cases towards improved outcomes where there is professional disagreement or concern about progress of actions. To be evidenced through compliance reporting and casework audits.	Joe Tynan	Neale Laurie	Dec-16	2	2	0	0	A formal case escalation procedure is now in place. Activity and performance is being routinely reviewed. Escalation needs to be more consistent and analysis of issues need to inform improvement. Escalations on quality of practice need to increase Mar 17. CP surgery and IRO issues surgery occur 6 weekly to review issues and resolution of issues raised with Social work managers QA framework developed.
		Conferences address risk in a proportionate way so families are not subject to child protection processes inappropriately	The use of categories for CPs is monitored to ensure risk is recognised and response is proportionate. ICPCs are proportionate show challenge and robust evidenced decision making. Result in SMART purposeful plans that describe outcomes for children, the actions to be delivered, timescale for action and a contingency plan where needed and the consequence of no change is also clear. Monitor by audit.	Joe Tynan	Neale Laurie	Jun-17	2	2	0	0	Safeguarding Team manager auditing conference records and plans to promote good practice. Workshop with chairs to improve plans. Categories used reflect similar pattern to similar Las
		Ofsted Recco 5 Children and parents should be supported to participate in Conferences and their CLA reviews. Advocacy should be offered where this can support participation particularly for vulnerable participants. Reports must be shared with families prior to meetings so that they can see reported progress.		Joe Tynan	Neale Laurie		2	2	0	0	Participation of parents and children remains below target. Lead IRO identified to plan action to increase participation in reviews and conferences.
	Independent visitors should be made available for children looked after who do not have family contact.	Participation rates for children in conferences and reviews increases. Monitor through monthly reporting Target 10% Children who need independent visitors have an offer. Independent visitors should be made available for children looked after who do not have family contact.	Neale Laurie			2	2	0	0	Participation of children in conferences remains below target As above. IROs reminded to seek allocation of independent visitor offer. Take up low.	
	Records of conferences and reviews are shared with participants including children and families in a timely way	Minutes of Conferences, record of decisions must be circulated within 24 hours. Conference record within 20 working days. Records of CLA reviews must be circulated within 20 working days. Monitor through monthly reporting Target 90%	Neale Laurie			1	1	0	0	Actions sent out in 24 hours but minutes timescale not consistently met. New tracking system being developed to support improved performance.	

Priority	Indicator	Priority	2016/17	SN Average	Jul	Aug	Sep	Oct	Nov	Dec	Notes	YTD	DOT
P4	Cases subject to PLD for no longer than 26 weeks %										Mailed Adriana and Andrew - LA	0	
P4	Children seen within 4 weeks for adoption support %				100%	100%	100%	100%	100%	100%	Do not record	0	
P4	Timescale child entering care placement with adoptive Days				215.5	215.5	215.5	215.5	215.5	215.5	ALB	0	
P4	Conference minutes circulated in 20 days %										Data to be collated	0	
P4	CLA review records circulated in 20 days %										Data to be collated	0	

Previous period	2
Current period	3

Priority 4	Outcome	Action	Success measure(s)	Lead	Responsible Officer	Time	RAG Initial	RAG 01/16	RAG 03/16	RAG 05/16	Progress update
			The Placement Sufficiency and Commissioning Strategy is in place.	Sue Green		Apr-18	2	3	0	0	Strategy in place focus on increase in local placements particularly foster care
		Ofsted rec 6 Develop edge of care service to reduce emergency admissions	The placement panel reviews children where emergency admission to care has occurred	Janet Simon		Jun-18	2	3	0	0	Weekly Panel reviews all children to review threshold and placement
		Ofsted rec 6 edge of care service established and showing impact		S Murphy		Apr-18	1	1	0	0	No resource identified to support this development, consideration for an invest to save business case
		Ofsted rec 8 Mechanisms to track the attendance, progress and achievement of looked after children 4-19 are in place for all children including out of area.		Kestley Pullen Headteacher Virtual School		Jan-18	2	4	0	0	All children are monitored in and out of area
		Ofsted rec 8 Strengthen the impact of the Virtual School by implementing mechanisms to track the progress of all looked after children and care leavers and ensure appropriate action is taken where they are not meeting levels of attendance or expected progress. Must include out of area children.	Procedure and process for escalating cases where children are not making expected progress in place. Data on cases escalated gathered and analysed to inform service development	Kestley Pullen Head Teacher Virtual School		Apr-18	2	3	0	0	Process used to escalate concern about individual children
			Gap between looked after children and other children is reduced at all key stages. To be evidenced through compliance reporting and performance information	Kestley Pullen Head Teacher Virtual School		Sep-18	2	4	0	0	Gap at key stages has improved
			90% LAC attend a school grade good or better.	Kestley Pullen Head Teacher Virtual School		Sep-18	2	3	0	0	84% children attend good or better schools one school R as present so pupils being reviewed
		Ofsted rec 8 Improve the quality and monitoring of all personal education plans with clear targets and action plans to achieve those targets	95% of eligible looked after children have a current personal education plan, including out of area children	Kestley Pullen Headteacher Virtual School		Jan-18	2	3	0	0	Performance between 86 and 100% by year group
			PEPs are audited Target 90% SMART	Kestley Pullen		Mar-18	2	2	0	0	Current performance: 53% judged good 22% judged amber. Guidance provided to promote quality
		Ofsted rec 7 Increase recruitment of foster carers	Increase enquiries and assessments of foster carers	Janet Simon			2	2	0	0	Recruitment strategy in place current figures enquiries not available
		Put in place a system to ensure that all foster carers have formal written confirmation of their delegated authority to make day-to-day decisions for the children in their care	Foster carers are clear about their delegated authority to make day-to-day decisions for the children in their care. To be evidenced through compliance reporting. Target 100%	Janet Simon		Apr-18	2	3	0	0	Foster Carers are clear about delegated authority. Covered at placement meeting but not always understood
		Household reviews and DBS updates are timely	Target 100% of household reviews and update DBS checks in time	Janet Simon		Apr-18	2	2	0	0	71.5% completed on time, 24% completed late, 4.5% reviews outstanding for appropriate reasons
		Implement an awareness campaign with all agencies with access to children and young people to promote private fostering requirements.	Awareness campaign routinely run	Janet Simon		Apr-18	2	3	0	0	Routine awareness raising next 25/18
		Ensure that all private fostering arrangements have a current assessment and children are visited regularly (every 5 weeks in the first year and every 5 weeks in subsequent years)	Target 100% of children known to be living in private fostering arrangements have a current assessment and are visited regularly. To be evidenced through performance information.	Janet Simon		Apr-18	2	3	0	0	Assessment and plans in place
		Ensure access to FGC or family network meeting to identify potential carers when children may not be able to return home	Viability assessments are completed early in proceedings and within timescale. Target 100%	Joe Tynan			2	2			To track via audit
		Ensure SGO initial and full viability assessments are robust and children subject to a SGO have assessments and visits to address their needs	Identify is checked at initial viability check and always prior to placement. Assessments meet timescales and visits meet timescales	Janet Simon		Apr-18	2	2	0	0	To track via audit

Priority 4	Outcome	Action	Success measure(s)	Lead	Responsible Officer	Time	RAG Initial	RAG 01/16	RAG 03/16	RAG 05/16	Progress update
		Review all cases where children are looked after under voluntary care arrangements (SO) to establish whether this legal basis is sufficient to ensure their safety and emotional security.	All cases where children are looked after under voluntary arrangements have been reviewed.	Neale Laurie		Mar-18	2	3	0	0	Tracked monthly and numbers reducing
			Where voluntary arrangements are not sufficient to ensure a child's safety and emotional wellbeing appropriate action is initiated. Target 20% of CLA SO	Janet Simon		01/16/2018	2	3	0	0	Tracked monthly and numbers reducing
		OFSTED rec 3 Complete a review of all care plans for looked after children to ensure that every child with a plan for long term care has a robust plan for permanence, also ensure that there is effective life-story work.	100% of looked after children in care for more than 4 months have an appropriate care plan and plan for permanence. Life story work has taken place or is planned, in accordance with the child's age and circumstances. Life story work. To be evidenced through performance information and casework audits.	Neale Laurie CSU		Apr-18	2	3	0	0	Review monthly for under 12yrs, new process for over 12 yrs in place from February
		Ofsted rec 9 Ensure permanence tracking is up to date and used to identify gaps	Permanence tracker is checked by RICA to identify gaps and trigger intervention by RCI. Social work Managers update tracker.	Janet Simon		01/02/2018	2	4	0	0	Updated and reviewed monthly
		Ofsted rec 7 Establish an effective recruitment strategy for adopters including a foster to adopt policy.	Marketing is generating a steady number of potential adopters to meet need.	Coram Contract		Dec-15	2	4	0	0	A media and recruitment strategy is in place currently meeting demand for 9 adopters
			Assessment timescales are met. Timescales in the Adoption score card are reducing.	Janet Simon			2	4	0	0	Adoption timescales improved since 2016.
			Reviewed most adoption support offer in place which provides children and adopters with support that meets their needs. Post adoption support. Waiting times for assessment do not exceed 4 weeks. Assessment in comprehensive timescale within 45 days and results in a SMART support plan which is reviewed 6 monthly.	Janet Simon		Apr-17	2	4	0	0	Waiting times currently 2 weeks. Assessment timescales met
		OFSTED rec 10 Develop and implement a comprehensive post-adoption support offer. There are a sufficient number of foster carers and adopters to meet need.	Target: result 60 additional carers over 3 yrs.	Janet Simon		Apr-17	2	2	0	0	Response within 2 weeks assessment within 4 weeks
			There are a low number of adoption breakdowns. To be evidenced through compliance reporting and performance information and 75% audit judged 'good'. Following breakdown children can access post adoption support.	Janet Simon		Apr-17	2	3	0	0	Fostering recruitment not achieving the gain in carers. Improved marketing agreed to drive recruitment. Marketing strategy and plan prepared MAR 18. Business case to escalate recruitment of in-house carers
		Where a plan change from adoption the RCI and the ADM must be consulted to ensure alternative permanence plans are pursued without delay.	Children who have a change of plan will achieve permanence in a timely way.	Janet Simon		Mar-18	2	3	0	0	Adoption disruption low
							2	3	0	0	Children who have a plan for adoption where there is a change of plan are referred to ADM to review alternative permanence planning.

Ensuring high quality support and services for looked after children and effective permanency planning

Ensuring high quality support and services for looked after children and effective permanency planning

Priority	Indicator	Polarity	2016/17	SN Average	Jul	Aug	Sep	Oct	Nov	Dec	Notes	YTD	DOT
P5	CLA visits in time %										data currently being cleansed, will	0	
P5	PEPs up to date %						97.10%			88.80%	Only collected quarterly	0	
P5	PEPs judged good at audit %									69.40%		0	

Previous period	2
Current period	2

Priority 5	Outcome	Action	Success measure(s)	Lead	Responsible Officer	Time	RAG Initial	RAG 01/18	RAG 03/18	RAG 05/18	Progress update
Putting the voice and day to day experience of the child at the centre of social care practice	The views, wishes and experiences of children and young people are fully and consistently considered in social work assessments, care plans (including the PEP), case conferences, visits and reviews.	<b>OFSTED recco 3</b> Ensure that children are seen regularly in line with agreed timescales and that their views and day to day experience inform assessments, care planning and reviews.	95% of children are seen in a timely manner by social workers when completing social work assessments (within 10 w/days). 90% of children subject to child protection plans are seen every 10 w/days. 95% of looked-after children are seen every 6 weeks. 95% of children in need are seen every 4 weeks. To be evidenced through performance information, casefile audit and dialogue with children.	Strategic Leads and Service Managers	Neale Laurie	Mar-17	2	2	0	0	A programme of improving the quality of the data on LCS is taking place through January and February. Reporting will resume when this work is undertaken
		Support the Children in Care Council to develop their role so they are able to engage, support and represent the views of all children and young people who are looked-after.	Development programme to support the Children in Care Council established and implemented to help them engage with the wider LAC group	Janet Simon		Sep-16	2	2	0	0	Update not available
		<b>Ofsted recco 15</b> The views of young people inform service development.	The views and experiences of all looked-after children are represented through the Children in Care Council. To be evidenced through an annual review or impact statement. There is evidence in the annual report of the Corporate Parenting Board of the impact of Children's views on service development.	Janet Simon		Mar-17	2	2	0		Corporate Parenting group meets regularly Annual review of impact not yet in place.

Priority	Indicator	Polarity	2016/17	SN Average	Jul	Aug	Sep	Oct	Nov	Dec	Notes	YTD	DOT
P6	Children missing from home offered return interview %										Information being collated	0	
P6	Children missing from care offered a return interview %										Information being collated	0	

Previous period	2
Current period	3

Priority 6	Outcome	Action	Success measure(s)	Lead	Responsible Officer	Time	RAG Initial	RAG 01/18	RAG 03/18	RAG 05/18	Progress update
All children missing from home or care must have access to a return interview. Analysis arising from risks faced by children missing from home or care and children missing from education should inform action to reduce risk	Ofsted recco 4 All children missing from home or care must have access to a return interview. Analysis arising from risks faced by children missing from home or care and children missing from education should inform action to reduce risk	Ensure tracking arrangements for children missing from home, care and education or at risk of CSE or at risk from gangs bring together key information from partner agencies to inform risk assessment and safety planning. Analysis of feedback from return interviews and risk assessment informs analysis of trends and hotspots. Information is used to proactively reduce risk by the multi agency group.	There are clear arrangements in place to systematically gather information in relation to: children missing from home; children missing from care; Children missing education; Children at risk of CSE; Children at risk through gang affiliation.	Janet Simon		Jan-18	1	3	0	0	Multi Agency meetings fortnightly to review risk for children. MASE data sharing commenced Dec 17
		Ofsted recco 4 All children who are missing from home or care are offered a return interview Target 100%	Children at risk of sexual exploitation or Gang exploitation are identified and risk-assessed to ensure appropriate safety planning, intervention and referral to the multi-agency sexual exploitation group or Gangs group. To be evidenced through casework audits. All children missing receive the opportunity for a return interview. Target 100% To be evidenced through compliance reporting and casework audits. There is evidence of a multi agency response to trends and hotspots to disrupt activities that place children at risk	Janet Simon		Jan-18	2	2	0	0	Audit November 17 and next May 18 results informing practice. Return home interviews completed by open door. Referral arrangements being streamlined to increase number of children offered interviews. Missing from home 76% referred, all offered interview but take up 38%. For looked after children 94% referred, 98% offered and take up low at 23%. Work with provider to understand how we increase take up which is often low as young people can be ambivalent about take up.

Return home interviews

Priority	Indicator	Polarity	2016/17	SN Average	Jul	Aug	Sep	Oct	Nov	Dec	Notes	YTD	DOT
P7	Care Leavers in EET %				73.2	69.6	67.7	67.4	67.3	67.1		0	
P7	Care Leavers with an up to date pathway plan %									88.80%		0	
P7	Pathway plans judged good at audit %									53.30%		0	



Priority 7	Outcome	Action	Success measure(s)	Lead	Responsible Officer	Time	RAG Initial	RAG 01/18	RAG 03/18	RAG 05/18	Progress update
Supporting young people leaving care to have a positive and successful transition to adulthood and independence	PI	<b>OFSTED recco 11</b> Ensure social workers and personal advisers keep in touch with care leavers. Care Leavers are encouraged to stay put in their foster placement post 18yrs. Residential units keep in touch with their care leavers post 18yrs to offer support.	90% of Care leavers are in contact with their social workers and personal advisers. To be evidenced through surveys and focus groups.	Michele Lucas	Patience Koleosho	Apr-17	3	3	0	0	Data not available this month
		Produce a clear and accessible statement and policy that sets out the rights and entitlements of care leavers.	Statement and Policy developed that informs care leavers about their rights and entitlements leading to an increased take-up of services. To be evidenced through surveys and focus groups.	Michele Lucas		Dec-17	2	3	0	0	We have developed, financial policy for care leavers. Information for young people has been produced and shared with young people 16yrs plus.
		<b>Ofsted recco 12</b> Improve assessments and pathway plans so that they reflect the needs and aspirations of young people and which involves them in the planning process.	100% of eligible looked-after children have a current pathway plan that supports their transition into adulthood and appropriately reflects their needs and aspirations. <b>Target</b> 95% up to date 75% judged good at audit.	Janet Simon	Adriana Cimpean	Dec-17	2	2	0	0	Current performance 88% Audit shows 53% good so further work to drive consistency
			Pathway assessments and plans are reviewed in required timescales to support transition planning	Janet Simon	Adriana Cimpean	Jul-17	2	2	0	0	Introduce improved pathway plan audit to follow
		Opportunities for apprenticeships and work-based training for care leavers are increased ; <b>Target TBC</b>		Michele Lucas	Patience Koleosho	Apr-17	2	2	0	0	Work with apprenticeship schemes to ensure take up by CLA. Work with colleges to achieve sustained engagement of CLA.
		<b>Ofsted recco 13</b> Increase % of care leavers are in education, employment or training. To be evidenced through performance information. <b>Target TBC</b>		Michele Lucas	Patience Koleosho		2	2	0	0	Work with apprenticeship schemes to ensure take up by CLA. Work with colleges to achieve sustained engagement of CLA
			Care leavers feel safe and are safe in their accommodation. There is a range of accommodation in suitable areas to support care leavers.	Head of Housing		Apr-17	3	3	0	0	A range of accommodation has been commissioned to offer choice to young people
		Care leavers can access suitable accommodation to meet needs and young adults are able to access secure tenancies when they are ready to manage a tenancy.	Looked-after children have a greater choice about their accommodation when they leave care. Can access a secure tenancy when ready to manage a tenancy	Head of Housing		Apr-18	3	3	0	0	
Care leavers know their health history	100% of care leavers are provided with their Health Passport and helped to understand their health history	CLA Nurse		Jun-17	2	2	0	0	Update information not available		

Previous period	2
Current period	2



Priority	Indicator	Polarity	2016/17	SN Average	Jul	Aug	Sep	Oct	Nov	Dec	Notes	YTD	DOT
												0	
												0	
												0	

Priority 8	Outcome	Action	Success measure(s)	Lead	Responsible Officer	Time	RAG Initial	RAG 01/18	RAG 03/18	RAG 05/18	Progress update	
Embedding strong quality assurance and governance mechanisms to drive continual improvement in services.	Services and outcomes for children and young people are continually improving because there are effective management and governance systems in place.	Implement a multi-agency strategic plan with agreed priorities to shape services for children and young people in Thurrock based on a clear understanding of local need.	H&WB board plans in place	Rory Patterson		Nov-16	3	3	0	Dec-99	Meets regulary	
			Information on local need gathered and analysed			Jan-17	3	3	0	0	JSNA being updated	
			Priorities agreed;			Nov-16	3	3	0	0		
		A multi Agency CLA strategy is in place and is updated to reflect priorities identified to improve outcomes for looked after children.	The CLA strategy progress is reported to the Corporate parenting board.	Strategic plan is in place which informs the work of multi-agency partners and the local commissioning of services in line with need. To be evidenced through compliance reporting.			Dec-16	3	3	0	0	LSCB Business plan in place
				The Board reports annually on the impact of the plan and the Board's work to Cabinet.	Sheila Murphy	Janet Simon	Apr-17	3	3	0	0	CLA strategy updated. Consultation commenced with partners and CICC.
		Ensure that governance arrangements are in place to drive forward the strategic plan and working closely with the LSCB and Health and Wellbeing Board.	See above LSCB Chair meets with DCS and Lead Member	Director of Children's Services			Mar-16	3	3	0	0	Governance arrangements agreed and in place.
				Monthly performance group in place; a comprehensive quality assurance framework is in place	DCS	S Murphy	Jan-18	3	3	0	0	Performance data set established; Quality Framework in place.
		The quality assurance framework clearly supports the service to test the quality of practice, prioritise areas for improvement, and measure the impact of change on children and young people.	Information gathered through the quality assurance framework informs practice and service development. To be evidenced through minutes of the Practice Improvement Group, Service and Training Plans	Director of Children's Services				3	3	0	0	Practice Improvement Group established meets monthly. Findings inform practice workshops, held locally. Audit shows practice still inconsistent. QA findings not being consistently used by managers to drive practice and performance change. Nov 17
		Services and outcomes for children and young people are continually improving because there are effective management and governance systems in place.	Ofsted recco 1 Refresh the performance management framework and datasets (strategic and operational) so that managers are able and address areas of poor performance and celebrate improved performance.	Strategic and operational datasets are in place	Sheila Murphy	Iqbal	Feb-18	2	3	0	0	A monthly dataset Team level reports are available live on LCS.
	Sheila Murphy					Feb-18	2	3	0	0	Performance reviewed monthly for social care and CSU	
	Performance Management Information is used at all levels of the Service to monitor performance and informs practice and service development. To be evidenced through minutes of the Practice Improvement Group, Service and Training Plans.. To be evidenced through compliance reporting.			Rory Patterson		Feb-18	2	3	0	0	Monthly meetings in place supported by elected members	
				Sheila Murphy		Feb-18	2	2	0	0	Performance information is used at each tier of management to monitor activity and performance to acknowledge good performance and take action to address poor performance. Managers use performance data to drive practice. Reporting to be improved and introduced through workshops commencing Feb 18 Routine case audits and themed auditing established for children's social care show Audit programme to be updated for 2018/19	
	Ensure that the Corporate Parenting Group has clear terms of reference and the appropriate membership to focus on improving the quality of services provided to looked-after children and care leavers. This to include a forward plan of scrutiny areas.			Terms of Reference and membership are updated and work plan developed	Sheila Murphy		May-17	3	4	0	0	Updated work programme agreed with the Corporate parenting group for Sept 17
				The corporate parenting group is able to demonstrate its impact on improving outcomes for looked-after children. To be evidenced through an annual review or impact statement.	Director of Children's Services		Apr-18	3	3	0	0	Corporate Parenting group meets regularly supported by work plan. Work to start to produce annual impact statement.
Review all strategies, policies and operating procedures to ensure these are current, appropriate and in line with statutory and other best practice guidance. Ensure that all strategies, policies and protocols are accessible and understood by all the professionals working to them.	Standards of social work practice are improved through the implementation of a clear and accessible manual of strategies, policies and operating procedures. To be evidenced through compliance reporting.			Neale laurie		Sep-17	2	4	0	0	Policies and operating procedures are updated and made available to staff via Tri-X Briefing on specific strategies, policies and procedures linked to themed workshops.	
				Sheila Murphy		Sep-17	3	3	0	0	Practice standards in place Practice standards yet to be developed for early help SOS practice introduced	
Develop and implement a practice framework or methodology that sets out the standards of practice expected from social workers and Early Help practitioners.	Standards of social work practice are improved through the implementation of a clear and accessible practice framework. To be evidenced through compliance reporting. Sign of Safety practice introduced.	Iqbal		Feb-18	2	2	0	0	Time table for implementation agreed for March18			
		Strategic Leads and Service Managers		Feb-18	2	2	0	0				

Previous period	3
Current period	3