

**Manchester City Council
Report for Resolution**

Report to: Children and Young People Scrutiny Committee – 3 January 2017

Subject: Children’s Services Single Service Plan

Report of: Director of Children’s Services

Summary

The Single Service Plan is the four-year plan for the whole of Children’s Services, setting out how the service will deliver the range of outcomes we want to achieve as a city for children and young people. This paper introduces the plan and sets out its key elements and how progress will be monitored by the Children’s Management Team.

Recommendation

The Committee is asked to note and provide any comments on the plan.

Wards Affected: All

Manchester Strategy outcomes	Summary of the contribution to the strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The Single Service Plan is aimed at delivering on the wide range of outcome priorities contained in the city’s Children and Young People’s Plan, supporting children and young people to take full advantage of the opportunities in the city.
A highly skilled city: world class and home grown talent sustaining the city’s economic success	The plan has direct application to improving lives for children and young people, which in turn provides a platform for nurturing talent. The plan has explicit education and skills outcomes for looked after children and young people.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The plan is specifically aimed at improving outcomes for some of the most disadvantaged children and families in the city, using strengths-based approaches that work with families and local communities.
A liveable and low carbon city: a destination of choice to live, visit, work	The plan will support safer, healthier family environments, and wider community outcomes such as reduced youth offending.

A connected city: world class infrastructure and connectivity to drive growth	The plan will support the ambition in the Children and Young People's Plan of connecting children and young people to the opportunities in the city.
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Background documents (available for public inspection):

Demand and Capacity – Investing to Succeed in Children's Social Care –
Full Council on 13 July 2016

1.0 Introduction

- 1.1 The Single Service Plan is the long-term plan for Children's Services, setting out the outcomes the service is working to achieve and how it will deliver them. As well as the immediate objectives and activities that will drive priority areas for improvements.
- 1.2 It has been shaped by two items in particular. The first of these is the city-wide Children and Young People's Plan, *Our Manchester, Our Children* which sets out the overall outcomes and ways of working Manchester will deliver with and for children and young people. One of the key aspects of *Our Manchester, Our Children* is the wide range of outcomes that the city is working to achieve, always grounded in what children and young people say is important to them. The Single Service Plan is similarly wide-reaching (albeit focused on the role of the Children's Services), with outcomes ranging from an enhanced early help offer through to timely permanence for children and young people and effective support for care leavers.
- 1.3 The second is the service's bottom-up, self-assessment of its key strengths and areas for development. On the latter, the self-assessment identified four overall themes which the Single Service Plan has been structured around:
 - i. Address high caseloads by implementing manageable workloads through increased productivity and extra frontline social work posts.
 - ii. Build a body of evidence to demonstrate good management grip through the embedding of the comprehensive performance and practice management system.
 - iii. Improve the quality of social work practice through further training, improved supervision as evidenced through better compliance with the Quality Assurance Framework.
 - iv. Improve the quality and accuracy of data and management reports through the business process reviews in MiCARE, delivery of the national statutory children in need/LAC returns and use of the extra capacity from the data analyst posts.

2.0 Structure of the Single Service Plan

- 2.1 The plan consists of nine workstreams in total, covering the entirety of Children's Services, as well as key enablers for improvement including workforce development and wider infra-structure (e.g. systems, technology etc). Each workstream is headed up by a member of the Children's Management Team, and each has a set of key outcomes to be achieved along with actions for delivery and measures for success.
- 2.2 The plan is intentionally stripped back, focusing on key actions and measures that can be tracked as opposed to long narrative. This reflects the plan's purpose as a working document guiding the service as it designs and delivers the individual pieces of work within each workstream and these in turn are built upon with new workstream activities as part of a continuous improvement cycle.

Delivery of the plan is being taken forward, where appropriate, on a project basis, with SMART action plans and clear timescales. A summary of the key projects within each workstream is set out in Appendix 1 below.

3.0 Monitoring progress against the plan

3.1 Delivery of the plan will be monitored by the service in three ways:

- project delivery within each workstream will be monitored on an ongoing basis by the designated lead with any particular risks or issues raised to Children's Management Team or the monthly Performance Clinics as required.
- The Children's Management Team, which includes Finance and HR colleagues, will meet quarterly to review overall progress against the Single Service Plan. Drawing in evidence from the service's most recent quarterly self-assessment and the latest financial projections. The Children and Young People Scrutiny Committee will be updated on this progress accordingly.
- Each year, the Children's Management Team will review and refresh the plan as part of the council's business planning process, updating actions to ensure the plan remains relevant.

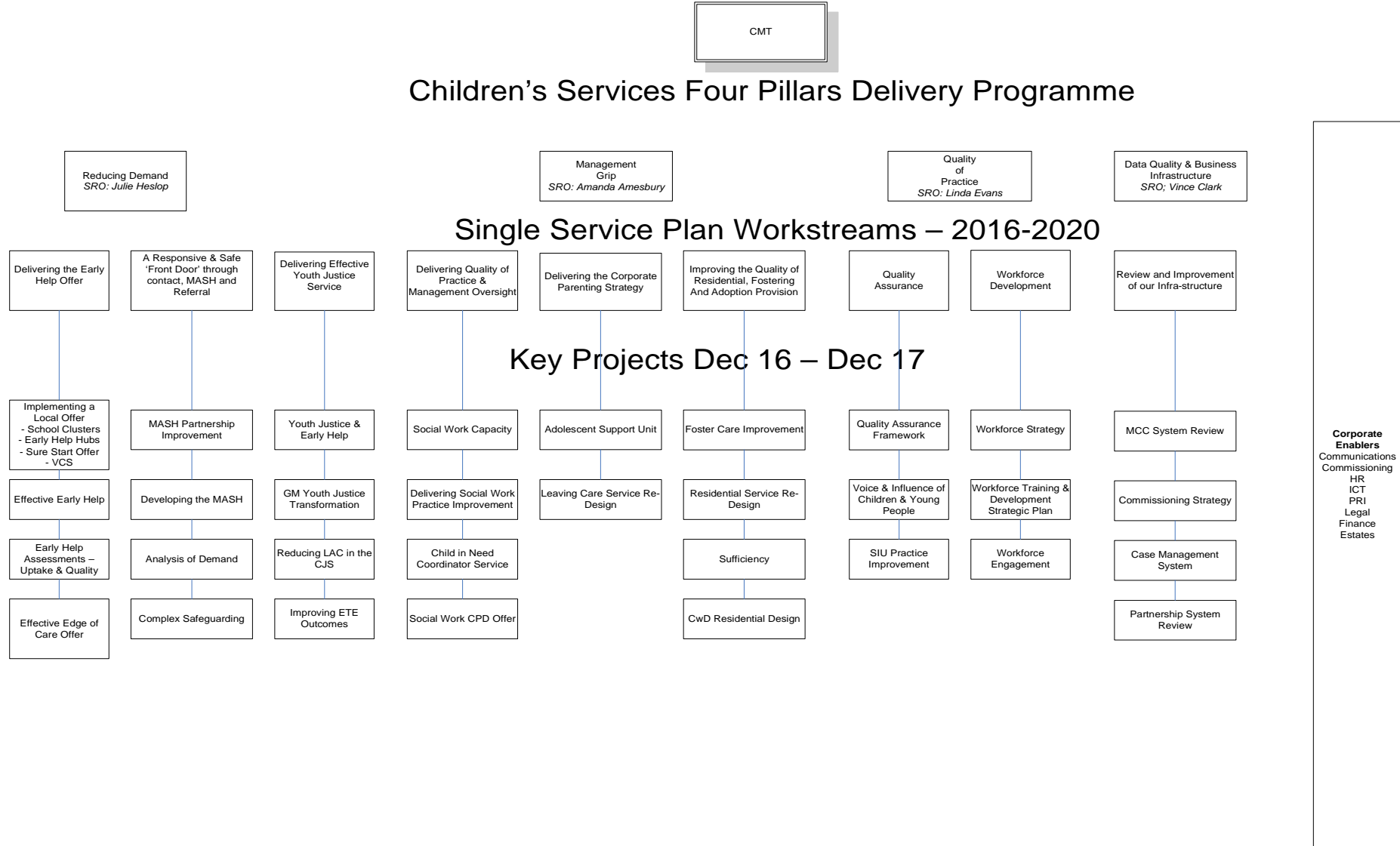
3.2 Budgets and financial targets, which are closely aligned to the achievement of outcomes within the Single Service Plan, will continue to be closely scrutinised through the council's budget monitoring processes.

4.0 Conclusion and recommendation

4.1 The Single Service Plan is a critical part of Children's Services improvement, setting out a structured, measurable approach for delivering the required changes. Combined with the new performance and quality monitoring arrangements put in place in recent months, the service is now aligned to the strategic priorities of the city and has a stronger management grip on developments.

4.2 The Committee is asked to note the contents of the Single Service Plan and provide any comments either on the plan itself, or on how it will be used.

Appendix 1: Summary of SSP Workstreams and Key Projects





MANCHESTER
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MANCHESTER CITY COUNCIL
Children's Services

Single Service Plan
2016 - 2020

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1. **Manchester's vision for children and young people**

The following vision was agreed by the multi-agency partnership as represented on the Children's Board and is the guiding principle in the delivery of this service plan.

'Our Manchester – building a safe, happy, healthy and successful future for children and young people'

Manchester's Children and Young People's Plan, 'Our Manchester, Our Children'

This is the strategic document that sets the framework for our improvement activity. **The Children and Young People's Plan** is based on four outcome themes:

- **Safe** - All children and young people feel safe; their welfare promoted and safeguarded from within their homes, schools and communities
- **Happy** - All children and young people grow up happy – having fun, having opportunities to take part in leisure and culture activities, and having good social, emotional, and mental health
- **Healthy** - All children and young people enjoy good physical and mental health that enables them to lead healthy, active lives, and to have the resilience to overcome emotional and behavioural challenges
- **Successful** - All children and young people have the opportunity to thrive and succeed in their education, emotional and personal lives.

The plan focuses on 4 areas that we will be passionate about achieving;

- **Children and Young People living in Stable, Safe and Loving Homes**
- **Safely reducing the number of children and young people who are in care**
- **Children and Young People having the best start in the first years of life**, improving their readiness for school.
- **Children and Young People fulfilling their potential**, attending a good school and taking advantage of the opportunities in the city

The voice of young people

Manchester's Valuing Young People Strategy articulates our commitment to young people being heard and having the right to give their opinion to influence and help shape the services that are delivered for them. Commissioning of services for children must, and in most cases already does, involve young people as part of the commissioning process.

Manchester has developed democratic structures to enable young people to represent the views of their peers. The Manchester Youth Council draws its membership from Local Youth Panels, High School and College Councils and City-Wide Forums including the Young Carer's Forum, Coalition for Disabled Young People and Care 2 Change Council.

These young people led forums enable an improvement in service standards and better outcomes for the young people they represent. We will continue to develop the 'Our City Our Say', Participation and Engagement Strategy.

Children's Rights and Advocacy

Section 26A of the Children Act 1989 imposes a duty on local authorities, with social services responsibilities, to ensure that advocacy services are provided for children and young people. Looked after children were heavily involved in the procurement process, reviewing anonymised mission statements and promotional material from the tendered applications, assessing and scoring the competitors and presenting their views to Heads of Service for consideration in the decision making process.

2. Purpose of this Plan

Our Manchester, Our Children

“Our Manchester – building a safe, happy, healthy and successful future for children and young people.”

The purpose of this plan is to outline the key work streams that will ensure that the service is able to deliver the priorities as set out in ‘Our Manchester, Our Children,’ Manchester’s **Children and Young People Plan 2016 – 2020**.

The Children and Young People’s Plan flows from the ambition contained in Our Manchester, focusing the city on the outcomes that really matter for children and young people, and connecting children and young people to the growing number of opportunities in the city over the next decade. To this end, the plan identifies priorities under four outcome themes - **safe, happy, healthy** and **successful** - specifically chosen to try to encapsulate the broad range of outcomes that we want to achieve as a city. The themes also give a framework for our improvement activity;

This plan must therefore be considered in the light of a range of the **Manchester Children and Young People’s Plan** and other key plans/strategies as outlined in the lists below. These local and regional plans reflect the identified needs of children, families and young people in Manchester and the service requirements to meet their needs.

This plan will make reference to those strategies and planning documents, which read together, make up the strategic framework for Children’s Services. This includes regional Greater Manchester (GM) work related to children’s services which will help maintain the flow of good quality social workers into the city. The key strategies and plans that have been considered are as follows;

Strategic /Regional

- Our Manchester
- Manchester’s Joint Health and Wellbeing Strategy 2016
- Locality Plan - Manchester
- Children and Young People’s Plan 2016 – 2020
- Manchester Children and Young People’s Commissioning Strategy 2016 – 2020
- Greater Manchester Strategy

Service/Local

- Manchester Children's Social Care Workforce Strategy
- Early Help Strategy
- Early Years Delivery Model
- Safeguarding Independence Unit Service Development Plan
- Looked After Children and Care Leavers Placement Sufficiency Strategy 2015 - 2019
- Children's Improvement Plan 2016
- Manchester Safeguarding Children Board Plan
- Manchester All-Age Disability Strategy (AADS)
- Manchester Youth Justice Plan

The **Single Service Plan** is also informed by our own self-assessment which is drawn from a number of data and evidence sources which include;

- Manchester City Council (MCC) performance data between March 2016 and May 2016
- QA outcomes from practice audits for April & May 2016, Annex A and Annex M evidence files
- External scrutiny such as the LGA Peer review March 2016
- Improvement Board Tracker between March to May 2016
- Service analysis for the Demand and Capacity report to the Council.

The purpose of this document is to bring together the various service strategies in to one **Single Service Plan** that will outline the specific actions required to deliver an outstanding Social Care Service for Manchester's children and young people.

The **Single Service Plan** also acknowledges the urgency required to deliver better outcomes for the children within Manchester. This plan enhances the work already completed as part of the Ofsted Improvement Plan 2014 and ensures that recent improvements are sustained and built upon.

What Are our Key Challenges?

The self-assessment outlines a set of immediate issues that must be tackled in 2016/17 to take the service out of an inadequate rating as follows;

- 1. Address high caseloads by implementing manageable workloads through increased productivity and extra frontline social work posts.**
- 2. Build a body of evidence to demonstrate good management grip through the embedding of the comprehensive performance and practice management system.**
- 3. Improve the quality of social work practice through further training, improved supervision as evidenced through better compliance with the Quality Assurance Framework.**
- 4. Improve the quality and accuracy of data and management reports through the business process reviews in MiCARE, delivery of the national statutory children in need/LAC returns and use of the extra capacity from the data analyst posts.**

In order to deal with these issues and to maintain a sustained level of improvement the **Single Service Plan** will set out nine specific work streams that will be the focus of the service in 2016/17 and that will be reviewed and refreshed annually.

Through these work streams, the **Single Service Plan** outlines the priority areas of activity required to improve the overall level of provision for children receiving services from social care.

3. Context to Service Improvement

The Council is subject to an Improvement Notice, issued in March 2015, following the publication of the Ofsted Inspection in September 2014 and must show significant progress and sustainable improvement by the time of the next Ofsted inspection.

Our aspiration is to provide an excellent service to the children and young people we work with. However, our first priority is to evidence that the service has improved sufficiently to be judged as 'Requires Improvement' at the next formal inspection. This will be our first milestone towards achieving a good and then excellent service through the delivery of our 4-year **Single Service Plan**. Since the last inspection the Council has already demonstrated a strong commitment and focus to delivering the changes and improvements required.

Significant investment has already been released to the wider Children's Services, specifically related to improvements in the Looked After Children's Service (LAC) and also to improve the Early Help offer. More recently the Council has provided a further £10 Million investment to substantially increase the number of front line social work and team manager posts within the service.

Initial Improvement

The senior leadership team is now focused on setting and maintaining a high level of pace and traction to the improvement work. Since the Ofsted inspection, Children's Services have been working to an improvement programme and can evidence a number of positive changes in the first half of 2016;

- Strengthened 'Front Door' contact centre and MASH.
- Average caseloads for workers have reduced initially from 30 to from 27 in 2014/15 and by June 2016 to the level of 23 per social worker.
- LAC numbers have been reduced from 1,400 in 2014/15 to 1,380 in Aug 2014 and then to 1,225 in June 2016.
- Launch of the new Early Help service – new strategy, revised thresholds, three new hubs launched October 2015.
- Adoption performance improved for the numbers of children adopted and timeliness of adoptions
- Foster carer recruitment is increasing.
- City's work on domestic violence is being reviewed and overhauled with key partners.
- Signs of Safety practice model is being rolled out bringing a new 'strengths based' approach.
- All of our policies, procedures and practice standards have been reviewed and implemented.

These improvements amount to substantial progress; lay the foundation for sustained improvement and contribute towards building a sense of confidence within the Council and with key partners.

Priorities for Improvement

However, we are not complacent and we acknowledge that there we still face significant challenges before we can be confident the service is safe, effective and efficient.

There are a number of challenges that we must first address to ensure that we can evidence a robust and sustainable improvement. These are related to the effectiveness of our Early Help offer, reducing high caseloads within our social care teams, improving social work practice so that it is consistently good and the need to improve the level of management grip within social care. The aim is to provide this evidence within the next six months and then build on this to make sustained improvement across the service.

Creating a Safe Effective and efficient Service

This plan will outline the service priorities and timeline for improvement including the specific social work improvement actions over the coming year, 2016/17. The immediate issues to be tackled are;

1. Addressing high caseloads by implementing manageable workloads through increased productivity and extra frontline social work posts.
2. Build a body of evidence to demonstrate good management grip through the embedding of the comprehensive performance and practice management system.
3. Improve the quality of social work practice through further training, improved supervision as evidenced through better compliance with the Quality Assurance Framework.
4. Improve the quality and accuracy of data and management reports through the business process reviews in MiCARE, delivery of the national statutory children in need/LAC returns and use of the extra capacity from the data analyst posts.

Addressing High Caseloads

Manageable caseloads of 18 will be central to our ability to attract the right staff and will bring about a more stable workforce with higher moral. This will be phased in by reducing cases to 20 and then by the end of the financial year to 18 using the extra resource provided by the Council over the four-year duration of the plan.

Using agency staff to initially build up capacity to reduce average caseloads as quickly as possible, the service will focus on recruitment of permanent, highly motivated and competent staff through an enhanced 'Manchester Offer' which will include:

- Manageable caseloads
- Regular and supportive professional supervision and developmental opportunities
- A remuneration package which is in the top quartile
- Promotion of Manchester as a place to live and the City Council as an employer of choice

Recruitment activity is well underway and will continue throughout the summer and autumn months of 2016 before being reviewed as we go into 2017.

Demonstrating Good Management Grip

A rigorous performance challenge is being built into the day to day running of the service and is monitored through a set of performance meetings at different levels within the organisation.

The performance management approach is driven by;

- Monthly Performance clinics
- QA framework implemented
- Practice Monitoring Meetings Weekly for Service Managers
- Self Assessment – knowing our challenges
- Regular and effective supervision

Chaired by the DCS, the monthly performance clinics monitors all areas of activity are scrutinised and specific actions agreed to implement improvement and consistency of practice. The QA framework sets out our auditing and practice learning approach to ensure that we continue to be informed by good practice and current legislation. The Practice Monitoring Meetings are held weekly and scrutinise the day to day running of the service to build good management grip and oversight. By using information from this

approach together with improved data management we are able to develop an accurate self assessment to maintain a focus on key areas of practice for improvement.

This has started to improve the standard of management grip across the service and keep us focused on our immediate targets for improvement. However we need greater compliance with the implementation of quality assurance activity and effective supervision.

Improving the quality of social work practice

The performance clinic and practice improvement approach will also look in a more detailed level at data covering outcomes, quality of practice, quality of management oversight and workforce capacity. These sessions have already started to identify a number of practice improvements such as, tracking and monitoring of practice supervision, better and improvement support for children missing, and reducing repeat referrals.

All case work will be monitored routinely for accuracy, activity and timely outcomes. Performance clinics will be held at departmental, service and team level to ensure services continually improve and their appropriate accountability across the whole service. Practice improvement work will also be defined by the outcomes from our regular audits of case work. Over the coming months we need to increase the volumes of work audited and use this information to drive better practice. We know that we have to improve some key areas of practice including;

- assessment quality and timeliness
- children's voice – impact not yet evident
- chronologies
- SMART plans
- timely recording

Improve the quality and accuracy of data and management

Work is ongoing to systematically improve the quality and reliability of the data held within our electronic social care record system, MiCARE. The council is currently in the process of commissioning a new social care record system across Children's and Adult Services. All business processes have therefore been reviewed and changed to match 'best practice' models as part of the future design of the care management system.

4. Delivery Work streams

There are 9 work streams that will deliver the required improvements to the service that will be the focus of the service in 2016/17 and that will be reviewed and refreshed annually. Through these work streams, the **Single Service Plan** outlines the priority areas of activity required to improve the overall level of provision for children receiving services from social care.

The actions identified in the plan are developed to ensure successful embedding of improvement work through consistent implementation. The plan's objective is to ensure that changes implemented are sustainable in the longer-term.

The high level work streams that contain the specific actions that will deliver service improvement are:

- 1. Workforce development**
- 2. Implementing the Early Help Offer (including Youth Justice)**
- 3. A responsive and safe 'front door' through Contact, MASH and Referral**
- 4. Delivering an effective Youth Justice Service**
- 5. Improving the quality and consistency of the social work offer in our Locality Teams**
- 6. Improving outcomes for Looked After Children and Care Leavers**
- 7. Improving the quality of our Residential, Fostering & Adoption provision**
- 8. Effective Quality Assurance**
- 9. Review and Improvement of our infra-structure**

Work stream 1: Workforce development

This work stream focuses on the social care workforce (social work, early help, safeguarding and residential) and sets out how we will create the conditions for our workforce vision over the next three years.

Priorities to Achieve Outcomes:

The priorities to achieve the outcomes over the next three years are:

- Ensuring that Manchester has a continuous supply of talented staff who are appropriately experienced, nurtured and developed to be equipped to meet the needs of Manchester's children and are adaptable to move into vacancies as they arise.
- Succession planning to support movement across the social care career pathway and programmes to support staff through change as new delivery models are implemented.
- Management of change programme to develop a culture of success.
- Continue to develop an asset-based approach through implementing Signs of Safety, further embedding strengths-based early help, and rolling out strengths based conversation training.
- Leadership and management development at all levels.
- Embed practice standards and ensure access to high quality, regular professional supervision, management support and opportunities for reflective practice and learning.
- Ensuring staff have access to a good quality induction and that there is robust delivery of the AYSE programme.
- Further reduce caseloads of social workers and bring caseloads of early help staff in line with regional benchmarking.
- Implementation of Continuing Professional Development framework.
- Processes reviewed and updated aligned to Signs of Safety / strengths-based models.
- Flexible and mobile working enabled.
- Social work remodel design and implementation.
- New delivery models implemented for early help and residential services.
- Undertake a training needs analysis across all service areas
- Develop peer support and learning via the Early Help Champions Network
- Develop a toolkit of good practice guidance for Early Help Workforce.

Actions to Deliver Priorities

The accompanying SMART action plan sets out the activity and timescales for delivering the workforce priorities over the next 12 months together with how we will measure progress. The action plan will be reviewed and refreshed annually. Key actions include:

- Recruitment process implemented through to delivery to meet the needs of the service.
- Induction process for every new worker to be embedded as standard practice, and to achieve 100% compliance with current staff receiving a refresher induction to update their knowledge.
- AYSE support to be embedded, with clear standards and requirements set out to encourage these newly qualified workers to remain in Manchester long-term.
- Social Work Pathway to be embedded to ensure career structure is supporting individual needs.
- Strengths-based training delivered

Improvements include the following:

- Supervision structures to be embedded to ensure 100% compliance and delivery, including recording and performance management processes to be clear and robust in dealing with competency issues.
- Individual annual reviews reach 100% completion on time and are robust in identifying current practices of the worker, identifying learning needs and having a SMART development plan to meet these needs.
- Management development plan to be completed for all managers to support their practice with clear measures of performance incorporated in their development plan.

Outcomes of the work stream

- To support better outcomes the staffing model and any changes to be aligned with delivery demand (service demand flow map).
- To support best practice through reduction of caseloads to provide stable and balanced workforce.
- To ensure good management oversight and support of good practice, achieve a flatter structure to deliver clearer accountability by expanding the number of team managers with small teams of social workers.
- Invest in expert consultant social worker roles in line with the Munro principle to build practice capability at the point of delivery.
- Invest in staff professional development and clearer alignment with service requirements.

- To have embedded the strengths-based approach
- A positive shift in workforce culture through closer links between senior management and frontline practitioners.

Measurements of success: (what will good look like?)

- For social workers, this will deliver a social work structure built around a model of one team manager with manageable teams of social workers to supervise. This will strengthen accountability for good practice within the teams and will maintain an outcomes based structure. The model will also invest in the advanced practitioner role to work with the QA service to improve practice quality and offer practice leadership in line with the practice model. It will be aligned with workforce planning and have clear social work pathways with an embedded training needs analysis.
- Effective accountability and management oversight of practice improvement activity.
- Simplified locality practice management structure in place - June 2016.
- The average case load across the service remains at or below 18 per qualified social worker (in accordance with the service requirements).
- All social workers receive regular monthly supervision.
- Monthly QA audit report - percentage of work judged good or better - 50 % by end Sept 2016, 65% by end December 2016, 80% end March 2017.
- Performance data - weekly target to allocate all CIN, CP and LAC cases, meet statutory reviewing and visiting targets, with weekly meetings with managers to review performance against target.
- In 2016-17 a feasible benchmark of case duration for CIN and CP will be able to be set, as well as step up and step down targets, and we should achieve the 26 week proceedings target to ensure more timely decisions for children.

The Children's Workforce Strategy Update (September 2016) provides further details.

Work Stream 2: Implement the Early Help Offer

Early Help is about intervening early and as soon as possible to tackle problems emerging for children, young people and their families or with a population most at risk of developing problems. Effective intervention may occur at any point in a child or young person's life. The intent is to support children to remain in their families where it is safe to do so.

We will deliver our vision and aspirations for early help by implementing our Early Help Strategy. We will do this by holding strength based conversations and by increasing the number and quality of early help assessments. Our offer of early help will be timely and will be coordinated via our locally based early help hubs and will take account of resources and assets within our community.

Priorities to Achieve Outcomes:

- We will increase the number of Early Help Assessments to achieve parity with core cities
- We will ensure Early Help Assessments are of a good quality and include the views of child and families
- We will communicate our Early Help Strategy, Engagement and Support Offer
- We will embed a strengths based, Signs of Safety approach within the offer of early help
- Early Help Hubs will lead the local coordination of Early Help Activity
- Early Help Hubs will respond and divert demand from statutory social care
- Early Help Practitioners deliver targeted and specialist interventions for families with complex needs in a timely and effective way
- Our early help work with families will capture and act on the voice of the child and the child's daily lived experience is clearly understood, recorded and captured in action planning
- Partner agencies will be supported to develop early help key worker interventions within their own organisations in order to maximise delivery of the Troubled Families Programme
- We will ensure the aspirations and targets of the Troubled Families Programme are met
- We will deliver an integrated approach to early help across public service reform, health and social care integration and integrated neighbourhood working in our localities.
- We will develop our service to reflect GM proposals in relation to early help

Improvements include the following:

- Early Help Strategy co-produced with partners and promoted city wide and demonstrating early evidence of impact
- Help and Support Manchester Early Help Practitioner website developed and is evidencing high volume of traffic
- Revised Levels of Need and Response Framework launched and Ofsted confirmed during a visit in January 2016 that levels of need were appropriate
- EHA tool launched and is delivering a strength and asset based approach to assessment
- Three Early Help Hubs established with increasing volume of demand evidenced
- A wide range of partners are co-located and/or participating in the Early Help Hubs
- Early Help Performance Framework developed with clear reporting and audit arrangements in place

Outcomes of the work stream:

- Children and families will receive a timely and effective offer of early help in order to resolve issues and prevent escalation to more intensive and specialist services
- There will be an increase in partners delivering an offer of early help and this will reduce demand for specialist and statutory services across all agencies
- Increase in good quality EHAs and early help interventions
- There will be a revised toolkit and guidance for practitioners
- There will be a reduction in demand at the front door
- There are clear and effective arrangements for children who need both a step up and a step down offer of support

Actions to Deliver Workforce Priorities:

- Ensure timely identification and offer of early help at the Social Care Front door and seamless step down from MASH to early help
- Work with partners to improve the volume and quality of EHAs
- Deliver a robust audit and performance management framework to ensure management grip and oversight of early help activity from Triage to Specialist Early Help Practitioner interventions
- Ensure the consistent delivery of targeted and specialist early Help Practitioner support across all three hubs
- Refine and clearly articulate step-up/step-down arrangements to and from statutory social care in order to deliver a seamless service for families and reduce demand on social work services
- Ensure targeted support is provided for families on the edge of care

Measurements of success: (what will good look like?)

- Increase in the number and quality of EHAs
- Increase in Help and Support Manchester webpage hits
- Greater understanding and application of the Levels of Need Framework amongst partners resulting in requests for support being directed to the right service first time
- Increase in demand and volume directed to the Early Help Hubs
- A reduction in demand to the Contact Centre for Social Care
- A reduction in referrals for statutory social care assessment
- Reduction in the number of children and young people who become looked after.
- A more diverse range of partners completing EHAs and offering early help support to children and families
- Families empowered to change their own lives
- Improved outcomes for families and children across a range of indicators, linked to the Family Outcomes plan and Early Help Performance Dashboard.

Work stream 3: A responsive and safe 'front door' through Contact, MASH and Referral

Summary:

In order to improve the overall standard of practice and social work intervention across Children's Social Care Services, the aim is to deliver effective, timely and safe service interventions for the most vulnerable children in our community. This will include the strengthening of screening, timeliness and practice at our 'front door'.

Improvements include the following:

From December 2014, the service implemented a Contact & MASH service for all new Children's Services contact to ensure greater consistency related to levels of need and to undertake appropriate assessment within agreed timescales. The 'Front Door' arrangements have been subject to a monitoring visit by Ofsted that confirmed the right arrangements were now in place.

Ongoing improvements in the MASH will be driven by the multi-agency MASH Board that is chaired by the DCS. The Board will deliver MASH development plan. In order to hold all partners to account an integrated dashboard for the MASH will be developed as part of the MASH Board arrangements. Further strengthening of the MASH will take place through a multi-agency Design Group looking at further reform of the 'front door' including the integration of Safeguarding for Adults MASH. To ensure connectivity with the Early Help Offer the MASH will be line managed by the Strategic Lead for EH. The service will use learning from audits and Children's Voice Framework to improve and strengthen multi agency delivery

Outcomes of the work stream:

All children accessing targeted social work services will receive a consistent and timely assessment intervention by:

- Improved and consistent decision-making by the Contact and MASH team.
- Caseloads are to the standard level and in line with current resource capacity.
- Demonstrate that the MASH is showing consistent good performance and to an acceptable practice standard.
- All cases will be screened and if appropriate risk assessed to determine how to progress to the best intervention for the child.
- All service thresholds will be implemented constantly and communicated to all key partner agencies

Strong and effective Integrated Children's & Adults MASH delivers improved safeguarding outcomes.

Actions to Deliver Workforce Priorities:

Ensure all staff are aware of the correct screening and triage processes within MASH.

1. Improve systems to support the needs of children more effectively by not sending cases for assessment until this is appropriate

2. Changes to audit practice to better target activity and resources
3. Ensure that strategy discussions are held in all cases where the threshold is met and the records are of a good quality and the plan is SMART.
4. Provide more feedback to partners about the quality of their contribution to the model and quality of work produced

Measurements of success: (what will good look like?)

- Performance data showing an appropriate level of contacts and consistent conversion rate to referrals into Social Care.
- Performance data - weekly target to evidence flow into early help and flow for social work assessment.
- Service undertakes regular supervision, practice audits and annual professional reviews.
- Performance Indicators are set and regular meetings are held on risks and issues and monitored by the MASH Board.
- Effective partnership arrangements are fully established.
- This work stream's initial success will form the baseline to re-establish the Children's Pathway and will be a critical factor in staff re-engagement.

Work Stream 4: Delivering an Effective Youth Justice Service

In Manchester, the aim is to deliver an effective youth justice system where children and young people receive the support they need to lead crime free lives. This will include keeping children and young people out of the formal criminal justice system, providing assessments and interventions to reduce offending and supporting the effective rehabilitation of those that are in custody. The service will also ensure that victims are better supported and young people learn about the impact of their behaviour on victims

Priorities to Achieve Outcomes:

These will include:

- Defining appropriate pathways for those on the edge of the criminal justice system
- Developing effective early help and prevention service to reduce the number of young people entering the criminal justice system
- Working with partners to keep Looked After Children out of the criminal justice system
- Shaping an improved service to the Greater Manchester Magistrates Court Service
- Strengthening the management grip and oversight of all casework
- Maintaining high performance

Improvements include the following:

- Working to develop new Greater Manchester approaches to Youth Justice
- Embedding the new Asset Plus assessment and planning tool across the service
- Increasing the scrutiny and audit functions to ensure strong management grip
- Early help and prevention reduces the number of young people entering the criminal justice system
- Strengthening relationships with key partners to agree more effective ways of working with children and young people.

Outcomes of the work stream:

- More effective management of risk and vulnerability
- Greater compliance with court orders
- Greater impact upon re-offending and protecting the public
- More informed and effective management of the Service

Actions to Deliver Workforce Priorities:

- Actively contribute to the YJ devolution pathway
- Fully implement the Inspection Readiness Plan
- Establish Task and Finish Group to develop integrated working between Early Help and Youth Justice t
- Monitor performance data monthly
- Plan annual calendar of audit activity

Measurements of success: (what will good look like?)

- Reduced numbers (including LAC) coming into the system
- Further reductions in re-offending rates
- Reductions in custody and remand figures
- Improved Inspection findings

Work stream 5: Improving the quality & consistency within the Locality Teams

Summary:

Manchester has 3 locality based children's social work teams, in our South, Central and North district offices. These teams offer frontline social work to the most vulnerable children in the city, undertaking assessment activity following referral, and leading on child in need, child protection and looked after children's case work (until a plan for permanency has been agreed).

In order to improve the overall standard of practice and social work intervention across Children's Social Care Services, the aim is to deliver excellent social work practice through these locality children's social work teams, with timely assessments and interventions to support the most vulnerable children in our community.

This will include the strengthening of practice by embedding our social work model Signs of Safety and strengthen of management grip by ensuring good quality social work management and consistent practice oversight.

Targets for Improvements include the following:

- Timeliness of assessments is routinely over 90% each month
- Children seen data is routinely over 95%
- Caseloads have reduced to an average of 18
- Improved ASYE offer of training and development
- Introduction of robust performance monitoring to ensure compliance with statutory requirements
- Establishment in June 2016 of a Children with Disability Team with plans to develop and integrated model
- More children will be adopted in a more timely way

Outcomes of the work stream

- To achieve a stable and confident work force that promotes Manchester as a social work employer of choice
- Effective response to children and young people with clear outcomes that are achievable and timely
- Referrals allocated in a timely manner, with high conversion rate to social work assessment
- Improved through-put of work from referral to social care planning to permanency, with a clear focus on legal planning and pre-proceedings work
- Good engagement with children and their families/networks that draws on a families owns strengths to meet children's needs reducing the long term need for children's social care intervention

Actions to Deliver Workforce Priorities

1. drive practice improvements by relentlessly focussing on our key service level obsessions
 - children are seen regularly
 - all cases have a chronology
 - assessments are completed in a timely way
 - all cases have an current care plan which is regularly reviewed
 - social workers receive regular supervision

2. ensure quality social work practice
 - achieve a stable confident work force through our ongoing recruitment campaign 'Becoming Manchester's Best'
 - reduce caseloads to an average of 18
 - review our approach to private fostering with a view to establishing dedicated posts in each locality
 - roll out and embed our practice model 'Signs of Safety' across all our processes and systems
 - Quality Assurance processes will be fully embedded and used to inform practice improvement and ensure the voice of the child remains at the centre of our work with each family.
 - Embed a culture of 'think permanence' across the service where all social workers are work relentlessly to achieve appropriate permanence for all children known to the service

3. recruit and retain the best social workers in the city through our proactive 'Becoming Manchester's Best' recruitment campaign

Measurements of Success: (What will good look like?)

We are striving to be a good service, and by 31st March 2017 we anticipate;

- children will be at the heart of the service and their voice and influence will be evident in all we do
- children will experience fewer changes of social workers as we will have a stable work force that is well trained and equip to carry out excellent social work
- we will have few children subject to child protection plans, though more children known to us through child in need plans
- we will have fewer looked after children, and children who become looked after will do so for shorter times as we drive permanency for them
- more children will be assessed in a quicker timescale
- All statutory visits and reviews completed within time scale.
- There will be an increase in legal planning meetings, with an increase in families in pre-proceedings in line with making timely decisions for children

- Our timeliness of care proceedings will reduce to an average of 18
- More children will step down to early help services
- Children with disabilities will receive an assessment and service that recognises their unique needs and provides a timely, appropriate response
- All cases will have an up to date chronology.
- The number of complaints will reduce and response time will improve.

Monthly case audits will find over 95% of cases to be of good quality.

Work stream 6: Improving outcomes for Looked After Children & Care Leavers

The aim of the work stream is to ensure that Looked after children will receive an excellent social work service and will enjoy good relationships with their social workers who will be real champions of their needs, working relentlessly for them to ensure they achieve great outcomes.

Manchester has 5 Permanency teams of social workers who support looked after children for whom long term care or permanence is their identified care plan. The teams will provide good outcomes by delivering a range of good outcomes for Looked After Children (LAC) to be achieved through timely court intervention, focused care planning and good participation from children and young people in their care planning. The work stream will therefore ensure that there is full and effective implementation of the Public Law Outline (PLO) that will see all children achieve a final care order and permanency plan within 26 weeks. All statutory requirements will be met and audits will provide evidence of good service user engagement within their care planning.

Manchester City Council currently commission Barnardo's to provide our care leaver's service. The service will provide good outcomes for care leavers in relation to their health, education, employment and accommodation. Care leavers will receive a good social work service based on close working relationships with their PAs, who will provide effective pathway plans and act as a constant source of support and help on the journey towards independence.

The service will provide effective management oversight with regular practice audits will provide evidence of good service user engagement and care planning.

Having become looked after we will remain focussed on a child's right to family life and only children who need to be looked after will remain looked after. If a child remains looked after we will ensure that they are provided with a permanent care outcome in a timely way.

The council and partners are committed to strengthening corporate parenting to ensure looked after children will have a real voice in service planning and delivery.

Targets for Improvements include the following:

- The LAC strategy has been launched and fully embedded
- Children and young people will be fully engaged in their care planning and this will be evidenced in case recording
- Children seen in placement performance will be over 95%

- Timeliness of LAC reviews has improved to 95%
- There will be improved participation and engagement in the development of services for LAC through the CICC and 'the group'
- Meeting the requirements of our new 'Promise', with priorities set and agreed by young people

Outcomes of the work stream

- Looked after children achieve great outcomes and their health, education, social, emotional and day to day care needs are met
- All care leavers will have a pathway plan and good EET and housing outcomes.
- Looked after children enjoy long term sustainable relationships with their social worker
- Looked after children participate fully in their care planning
- Looked after children have a voice and influence in service planning, development and delivery
- Looked after children achieve permanence in a timely manner

Actions to Deliver Workforce Priorities

1. Develop and embed a permanency policy and launch through a permanency summit.
2. Develop more robust performance management of LAC outcomes.
3. Work with commissioning to review the leaving care contract as we enter the tendering process for a future service.
4. Embed the participation strategy.
5. Review the LAC strategy in light of the new Promise commitments.

Measurements of Success: (What will good look like?)

- Performance data - weekly target to allocate all LAC cases; meet statutory reviewing and visiting targets, with weekly meetings with managers to review performance against target.
- Health, education and placement outputs demonstrate good outcomes for LAC
- Social work caseloads average 18
- LAC do not experience repeat changes of social worker
- Placement stability is above 80%
- All LAC cases allocated and children and young people have their statutory requirements met.
- 80% of audits and data indicating good with evidence of consistent decision-making in care planning and timely outcomes
- 80% of audits of care plans indicate good quality, child's voice and leading to quicker and better decision-making.
- 100% of care leavers will have a pathway plan with clear objectives; EET and housing outcome performance will be top quartile.
- Looked after Children receive good outcomes within 12-18 months (return home, long-term fostering, adoption, SGO, Connected Persons).

Work stream 7: Improving the quality of Residential, Fostering & Adoption provision

Summary:

The three services have secured significant improvement over the last 6 months and this has led to an improved and more solution focused culture. This has given the services a foundation to build upon for further improvement work. The outcomes for children and their positive care experiences are the central priority in all improvement work. Whilst it is recognised that there is a lot of work still to do this is achievable within a reasonable timescale.

Priorities to Achieve Outcomes:

1. Adoption

- Improve timeliness of adoptions
- Ensure we recruit the right adopters to meet the needs of BME, sibling groups and children with additional needs
- Achieving early permanence for children where adoption is the right plan

2. Residential

- Ensure smooth change management during restructure
- Adolescent Support Unit to be set up to meet the need of adolescents on the edge of care
- Ensure the remaining residential provision is fit for purpose.

3. Fostering

- Ensure the work to improve compliance has full consolidation expanding to more qualitative QA work.
- Review the different areas of service to improve deliver (i.e. TOPS transferring to Fostering plus, review of EDS and short break contracts)
- Continue to grow internal placement numbers in line with LAC strategy
- Continued effective carer recruitment based on LAC need (i.e. siblings, teenagers UASC)

Improvements include the following:

- A good range and choice of placements to meet the needs of looked after children and young people.
- The voice of the child being central to change
- Robust business planning and budgetary analysis.
- Quality workforce development working as a multi disciplinary team within Children's Services.

- Embracing CS frameworks for development of service delivery such as Signs of Safety.
- Use of early intervention and analysis to identify the right plans for children.
- Continue to develop accurate systems for management information systems

Outcomes of the work stream

- Only Children who Need to be in Care are in Care
- Children achieve placement stability and timely permanence in family based settings
- Children have sufficient range of high quality placements available
- Children and Young People are supported to be emotionally, mentally and physically healthy and to develop positive self-identities
- Children and Young People become effective learners and are supported to make good progress and to attain
- Children and Young People achieve independence as successful and responsible adults.
- Children and Young People will be listened to and supported to influence and participate in Service development and service delivery

Actions to Deliver Workforce Priorities

1. Adoption

- Ongoing fortnightly Adoption tracking meetings
- Closer links between family finding and locality teams including co location.
- Embed fostering for adoption.
- Effective use of legal gateway planning.
- Consolidate adopter recruitment strategy.
- Review adoption support arrangements including post adoption and finance packages.

2. Residential

- Recruitment programme to meet the service requirements of the ASU.
- Staff and young person consultation programme.
- Ensure the young people's plans are child focused and meet the individual needs despite some placement moves being required.

3. Fostering

- Establish permanence in the management team to create stability.

- Establish case file auditing system in conjunction with SIU.
- Effective duty management making as many safe placements as possible with Manchester carers.
- Further review of support to foster carers including finance arrangements, supervision, training etc.

Measurements of Success: (What will good look like?)

- Safely reduced LAC population
- Decrease in use of external placements leading to budgetary savings
- More effective working relationships with universal services
- Improved adoption A1 and A2 scorecard
- Improved feedback from the voice of the child about their experiences
- Reduction in complaints and escalations.
- Increased community relations due to improved service user relations.
- Improved recruitment and retention of staff and reduction in absence levels in staff.

Work stream 8: Effective Quality Assurance

Summary:

The work stream will ensure the full and effective implementation of the QA Framework, embedding a consistent approach to improving the quality of practice to 'good' as a norm and better outcomes for children. To ensure demonstrable measurable outcomes for children and their families with all performance information linked into effective mechanisms for achieving change. The QA framework will support managers to have a strong oversight of the practice and outcomes within their teams.

Priorities to Achieve Outcomes:

Implementation of the new QA Framework by 1st April 2016. Collation and analysis of Quality Assurance systems across the service will be used to drive improvements achieved through good practice and learning. This will include:

- Achieving 100% compliance with the auditing policy
- Continuous development and improvement from monthly audit activity
- 'Closing the loop' on actions from audit activity
- Thematic audits.
- 'Deep dive' practice and service health checks.
- Focused work by the social work consultants.
- IRO/CP Chair escalation process.
- Service user feedback including complaints and compliments.

The QA Framework will also be used to ensure that Signs of Safety is fully embedded in all aspects of practice.

Encourage consistent multi agency involvement with SMART plans being achieved.

As well as the QA Framework the Safeguarding and Improvement Unit will drive lead practice improvement through the checks and balances built into our reviewing processes. This will include;

- Implementation of effective Independent Reviewing Service developing a robust constructive challenge, reviewing and dispute resolution process.
- Ensuring all CP Conferences and LAC reviews are consistently completed within statutory timescales.
- Voice of the child being evident throughout CP Conference and LAC review processes.
- Safeguarding Child Board (MSCB) ensuring consistent and robust multi agency responsibility and ownership.

- Implementation of Practice Standards in each area of the service to support social workers in defining their role and expectations.
- Oversee the CSE Strategy, Missing from Home Protocol to ensure they are effectively identifying risk, bringing together key agencies and providing targeted actions where appropriate.

Outcomes of the work stream

- Improved QA Framework will drive continuous development and improvement in practice, plans and arrangements for children, young people and their families.
- Learning from the QA Framework will influence Workforce development plans and promote individual, team and service development plans. This will include embedding learning room Serious Case reviews.
- Evidence of good practice models identified and implemented across the service as appropriate.
- A robust IRO and CP Conference Chair Service that quality assures practice, plans and arrangements consistently promoting good practice and challenging areas that require improvements.
- The child's journey is evident, their views, wishes and feelings considered in all aspects of planning and decision making.
- Structure and professional membership of the LSCB will be appropriate and will drive improvements in multi agency working across Manchester.
- FGC will reach prevent step up or escalations of concerns by targeting lower level case work.

Measurement of progress (What will good look like?)

- Launch and embed the new QA Framework in April 2016.
- Percentage of work judged to be good or better - 35% by end June 2016, 50% by end September 2016 and 80% by end December 2016.
- Monthly Quality Assurance findings will drive continuous development and improvement in practice and planning across the service.
- CP Conferences and LAC reviews are completed within statutory timescales (95%)
- MSCB is assured that multi-agency safeguarding is effective and evidenced through audit and findings each quarter.
- Implement Dispute Resolution Process with appropriate timely outcomes achieved that improve practice, plans, arrangements and outcomes for children and young people.
- Services are fiercely child centred and children and young people remain front and centre to everything we do and their voice will influence practice, plans and services to them.
- Effective and consistent multi-agency response to CiN, CP and LAC planning and is improving outcomes for children, young people and their families.

Work stream 9: Review and Improvement of our infra-structure

Summary:

Delivering the Our Manchester Strategy requires us to change how the Council and all public services relate to residents. All service planning will be within the framework of our principals, **safe, happy, healthy** and **successful**. This will include developing a framework for 'lean systems' work so that our systems support staff to be more effective and productive, and support our residents to interact with the organisation more easily, ensuring that we are doing "with" our system users, not doing "to" them.

Children's Services will be at the forefront of this work. Children will be supported within their families where it is safe to do so. The lean systems approach will follow on from the Demand and capacity strategy to ensure that we are using the resources available to the best effect to provide good services and outcomes for the children and young people we work with. This will require the service to think in innovative ways to deliver our service with a customer and outcomes focus.

Priorities to Achieve Outcomes:

This proposal will embed a service led lean approach across the organisation, based on full staff engagement. In line with Our Manchester, our principles of lean systems reviews are:

- Listen to colleagues, partners and residents to identify priorities
- Work with system users to understand and map the process end-to-end, from a customer perspective
- Identify then take out unnecessary steps; reduce approvals required, ideally to a position of high trust and high accountability with managers and staff; reduce forms ideally to one per process; review policies and business rules associated with the process
- Benchmark the same processes with other Local Authorities and organisations and learn from the best
- Adapt the approach to best fit the functions in scope
- Involve system users throughout the process to keep a continual dialogue open.

Outcomes of the work stream:

- A service that is responsive to children and young people's needs and is based upon sound engagement and consultation with our service users.
- Services will be provided related to service user need whining the principal of 'no wrong door and a timely and effective response.
- A lean, efficient, and effective end to end service, with resource and budget intelligently and flexibly allocated and managed to meet need and changing demand.

- An integrated, intelligence driven and effective commissioning strategy across the service, council and strategic partners.
- Through demonstrating VFM the service will meet the budget targets set over the next three years.
- A service that can work effectively with our key statutory and strategic partners.
- Provide a sustainable and effective service structure where resources are used according to the needs and demands of our service user.
- A service that is able to adapt in accordance with the evolving local and national requirements put upon it.
- An effective electronic case management system, supporting an efficient social care service and effective performance data and analysis function.

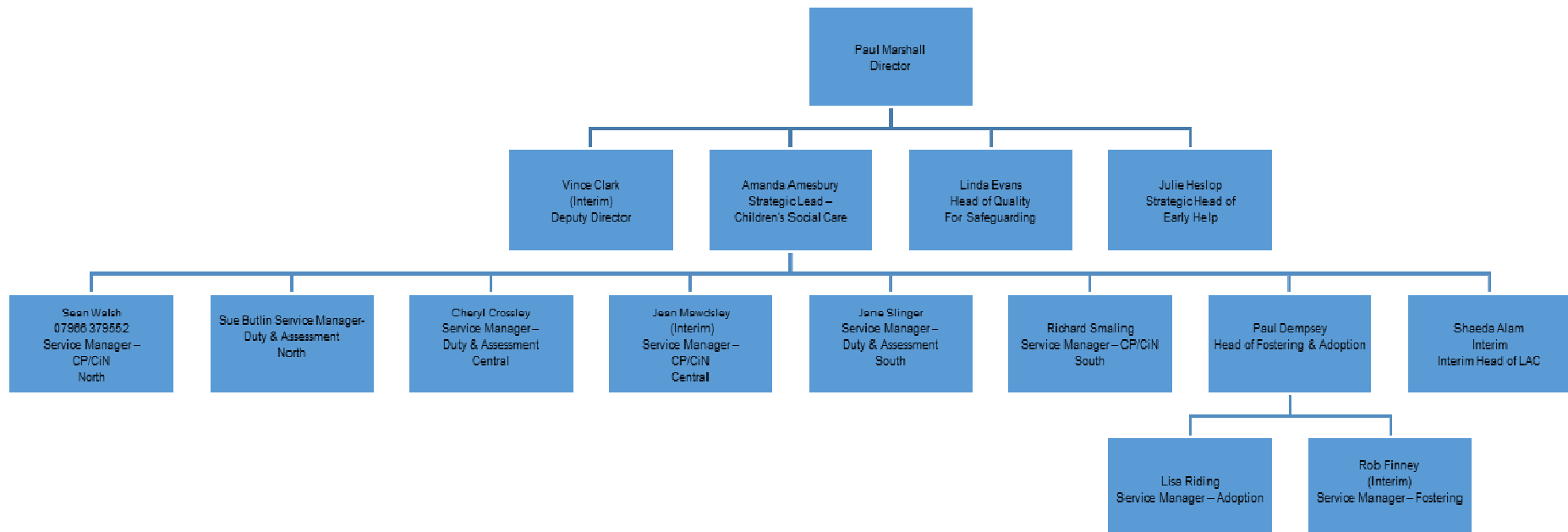
Actions to Deliver Workforce Priorities

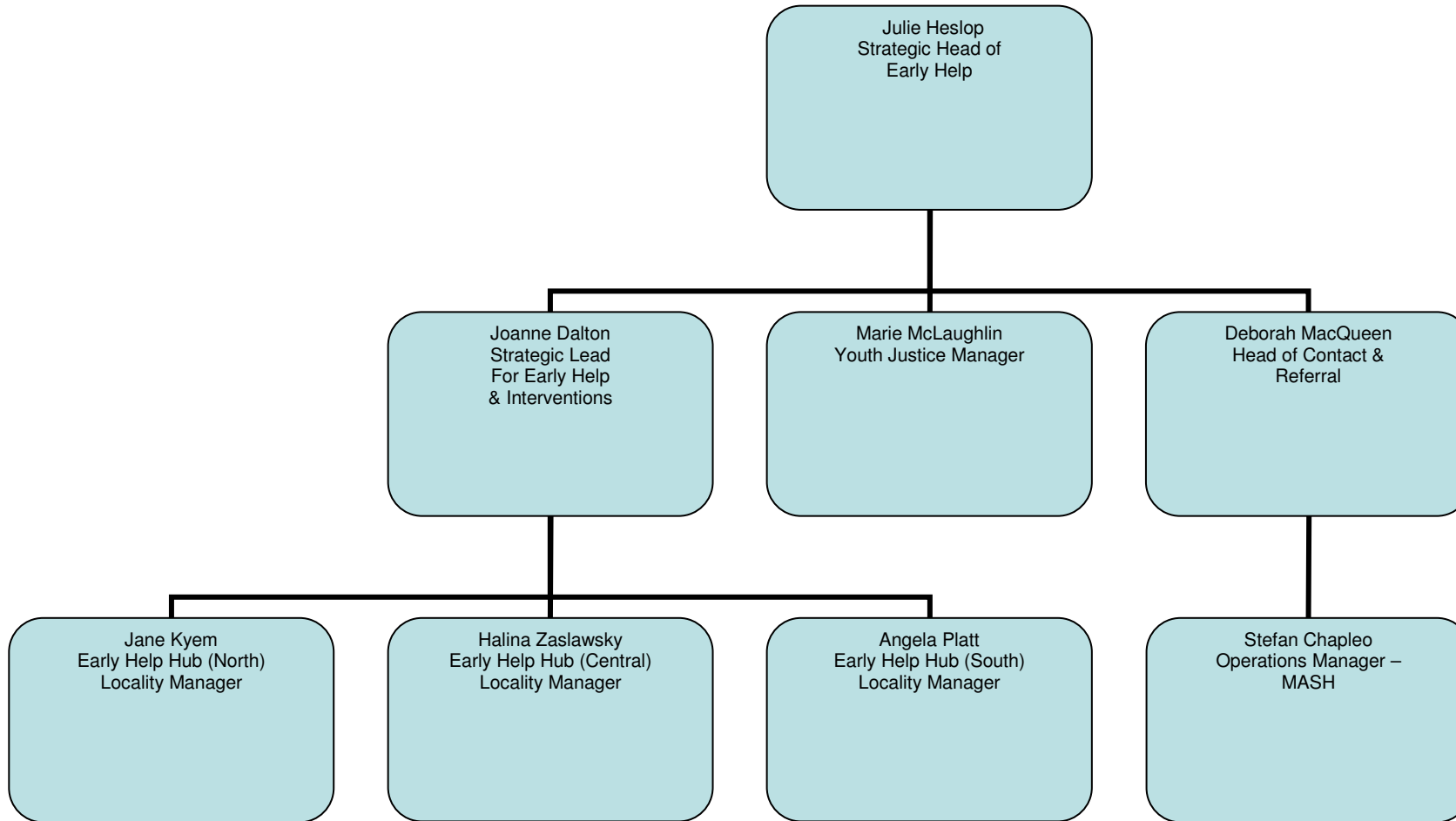
- Undertake and 'end to end' service review within a lean thinking framework
- Map out service structure and interdependencies between Early Help and specialist services.
- Develop a service structure that is able to meet the demographic demands as set out within the Children's JSNA
- Ensure that the service is able to perform effectively within the constraints of the medium term financial plan.
- Review of commissioning arrangements within the service, across the Council and with strategic partner agencies.

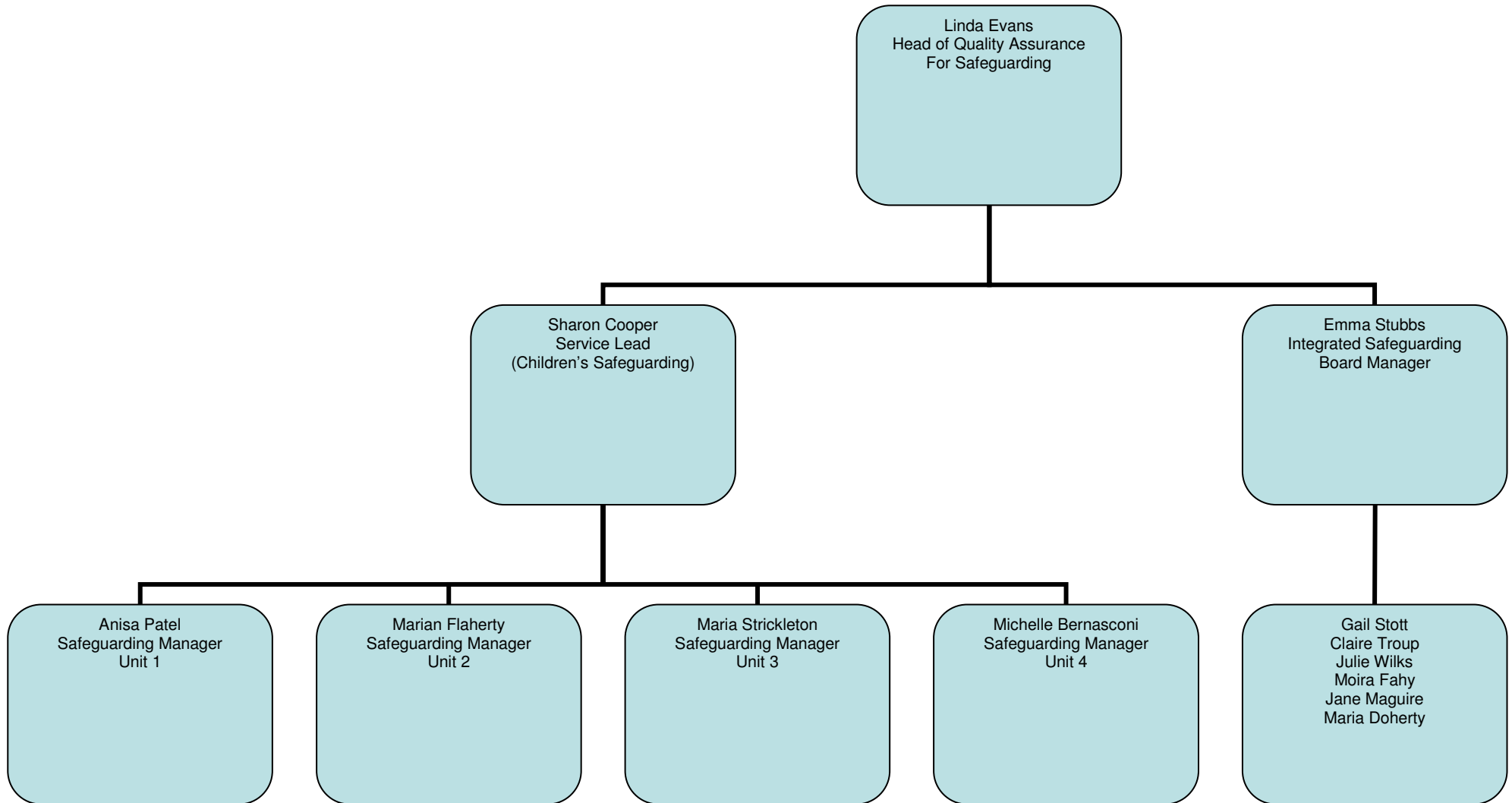
Measurements of Success: (What will good look like?)

- Provision of a fully integrated service model with children and young people at the heart of service delivery.
- A service that is able to provide good outcomes in a timely way
- Efficient use of resources
- A fully integrate commissioning model to deliver effective service provision.

Appendix 1 - Children's Services Children's Management Team and Senior Social Care Staff Structure 2016







Appendix 2 - Children's Social Care Improvement action plans 2016-18 (to be finalised by Improvement Board)

Appendix 3 - Children's Social Care Risk Register

Risk Register for: Children's Services

ID	Category	Status & Date	Risk Description	Existing Controls	L	I	Risk Score	Response Actions	Outcome	Updated	Risk Owner
1	Legal and Statutory	Open, 5 th July 2016	Failure to provide demonstrable improvements in four key priority areas within the required timeframe. The pace of change is insufficient to meet challenging timescales; the service is unable to demonstrate improvements for children and show sufficient improvement to warrant an improved outcome from Ofsted inspection.	£14m investment 2015-17 to invest in new working arrangements, evidence based practice and capacity overseen by Investment Board. Improvement Board oversight of all social care improvement activity has independent chair and multi agency engagement. Reports to Young People and Scrutiny Committee Scrutiny provide oversight of social care improvement activity Signs of Safety Implementation Programme	3	5	15	<p>Implementing performance management changes.</p> <p>Development and implementation of Single Service Plan</p> <p>Delivery of support programme from Leeds Improvement Partners</p> <p>New and experienced Management Team</p> <p>Fit for purpose social work remodel to be utilised.</p>			Paul Marshall Director of Children's Services

Risk Score = L (Likelihood) x I (Impact) then RAG rated in accordance with the 5x5 risk matrix

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Last Reviewed 11/09/16

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Next Review: 01/11/16

ID	Category	Status & Date	Risk Description	Existing Controls	L	I	Risk Score	Response Actions	Outcome	Updated	Risk Owner
								Delivery of Signs of Safety Implementation Programme 2016			
2	People	Open, 5 th July 2016	The Manchester social worker recruitment offer is not viewed as attractive and the service is unable to attract sufficient candidates and the required balance in terms of experience and qualifications.	Using extra resource for recruitment of social workers and team managers the service has commissioned an external partner to undertake a full permanent recruitment campaign over the summer and Autumn months. This is supplemented by extra interim recruitment to further support front line posts and to 'kick start' the recruitment drive.	3	4	12	Recruitment in place and successfully attracting required numbers of qualified social workers. Recruitment timescale has been reduced meaning that sufficient new staff will be inducted into the service during the months Sept 2016 to Nov 2016.			Amanda Amesbury, Strategic Head of Children's Social Care
3	Delivery of Strategy	Open, 5 th July 2016	Increased capacity within social work establishment results in an increase in demand and caseload as social workers are unable to close cases	Improvement management systems and front door (MASH) will mean that work is progressed in a timely way.	3	4	12	Case loads have continued to fall (22 average August 2016) and are on track to meet the target of			Amanda Amesbury, Strategic Head of Children's Social Care

Risk Score = L (Likelihood) x I (Impact) then RAG rated in accordance with the 5x5 risk matrix

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ID	Category	Status & Date	Risk Description	Existing Controls	L	I	Risk Score	Response Actions	Outcome	Updated	Risk Owner
			within the required timescales. Caseload increases again impacting retention and little demonstrable benefit is delivered from recruitment.	Weekly tracking in place to ensure that work is closed to release ongoing capacity within the service.				average 18 by the end of the year.			
4	Delivery of Strategy	Open, 5 th July 2016	Frontline services are unable to use the Comprehensive Performance and Practice Management System to demonstrate required levels of performance. The quality of information emerging is insufficiently robust to inform management action and scrutiny.	Statutory returns for LAC and CiN provide a framework for reporting. Support staff allocated to aid data collection and scrutiny. Data quality assessment and data cleansing in place.	3	4	12	Ensure completion of the transition from MiCare to a new case management system to support effective data collection. Statutory returns made within timescale and work completed to improve the accuracy of the data. Ofsted Annex A child level data demonstrates improved quantitative performance.			Vince Clarke, Interim Deputy Director of Children's Services
5	Transformation	Open, 5 th July 2016	Children's' Service are unable to exercise enhanced scrutiny and	The following performance management	3	4	12	The performance management			Vince Clarke, Interim

Risk Score = L (Likelihood) x I (Impact) then RAG rated in accordance with the 5x5 risk matrix

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Next Review: 01/11/16

ID	Category	Status & Date	Risk Description	Existing Controls	L	I	Risk Score	Response Actions	Outcome	Updated	Risk Owner
			control over performance management. The required "shift in grip" cannot be demonstrated.	<p>processes have been put into practice;</p> <ul style="list-style-type: none"> Monthly Performance clinics April 2016 QA framework implemented May 2016 Practice Monitoring Meetings Weekly for Service Managers Self Assessment – knowing our challenges Monitoring of practice supervision 				<p>culture is being embedded and this is leading to issues of poor practice are starting to be identified in a systematic way.</p> <p>Process are now in place to regularly tackle the issues of practice quality and to embed a consistent approach.</p>			Deputy Director of Children's Services
6	Finance	Open, 5 th July 2016	Budget overspend impacts on the overall delivery of a balanced budget within Children's Services.	The budget is monitored regularly by CMT through regular monthly meetings and budget monitoring is taking place across the service. CMT is taking a lead role in	3	4	12	Budget projections demonstrate that mitigating actions are having a positive effect on the control and			Reena Kohli, Head of Children's and Families Finance

Risk Score = L (Likelihood) x I (Impact) then RAG rated in accordance with the 5x5 risk matrix

ID	Category	Status & Date	Risk Description	Existing Controls	L	I	Risk Score	Response Actions	Outcome	Updated	Risk Owner
				<p>the management and control of spend across the service.</p> <p>Specific monitoring and planning related to high cost placements is also in place.</p> <p>Review of commissioning activity completed to identify further efficiencies to off set and service over spends.</p>				monitoring of the budget.			
7	Delivery of Strategy	Open, 5 th July 2016	The service is unable to deliver required outcomes within the Early Help Programme. As a result, caseloads and flow of demand do not reduce. Demonstrable improvements within social work partnerships do not emerge.	<p>Early help review undertaken and reported to strategic partnership. Management of the EH strategy fully embedded.</p> <p>Management of the 'front door' MASH now undertaken by Strategic Lead for EH to gain greater control of the demand into specialist social care.</p>	3	4	12	<p>EH performance is starting to show slow increase in the update of EH assessments by other statutory partners.</p> <p>The MASH continues to offer an effective contact and triage service although demand into</p>			Julie Heslop, Strategic Head of Early Help

Risk Score = L (Likelihood) x I (Impact) then RAG rated in accordance with the 5x5 risk matrix

Version No. v0.2

Last Reviewed 11/09/16

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ID	Category	Status & Date	Risk Description	Existing Controls	L	I	Risk Score	Response Actions	Outcome	Updated	Risk Owner
								specialist social care remains high.			
8											
9											
10											

Risk Score = L (Likelihood) x I (Impact) then RAG rated in accordance with the 5x5 risk matrix