

Social Care & Early Help Improvement – Focus on Practice

Version control

Version number	Purpose / Change	Author	Date
Version 1.0	1 st draft	Clarisse Forgues & Helen Curtis	18 March 2 0 2 2
Version 1.1	2 nd draft updated following 23 March meeting	Clarisse Forgues & Helen Curtis	28 March 2 0 2 2
Version 1.2	Early Help input added	Helen Curtis	7 April 2 0 2 2
Version 1.3	Input received and feedback from 20 April HofS meeting added Ann's amendments to Introduction, actions Vision added - Draft foreword added	Clarisse Forgues	3 rd May 2 0 2 2
Version 1.4	Ann's updates added (including PLO added to pace/decision making, Mental Health added to Family resilience, Extra familial harm section created)	Clarisse Forgues	10 May 2 0 2 2
Version 1.5	V1.4 circulated to all for sense checked (owners / timescales etc.), updated with additions / amendments received from HofS. Wording revisions for a number of actions	Clarisse Forgues	13 May 2 0 2 2
Version 1.6	Further updating (owner, timescales) and updates agreed at Heads of Service meeting on 18 May April performance and QA data added Ambassadors' input added - DCYP workstream added - DA workstream added Wording revisions across the whole document Formatting	Clarisse Forgues & Helen Curtis	27 May 2 0 2 2
Version 1.7	Workforce metrics amended Training metrics updated Version circulated to EIG	Clarisse Forgues	6 June 2 0 2 2
Version 1.8	Additions to ICT workstream following meeting with Mandy Q and Karl G Reviewed at EIG for submission with Cabinet report	Clarisse Forgues	9 June 2 0 2 2

Foreword

Our focus as a council must always be on making life better for our most vulnerable children: a responsibility for which we lead, but also share across public sector partners in Gloucestershire. It is clear from the recent Ofsted report that the council and its partnership have made significant progress in many areas of children's services since 2017. In the face of a global pandemic such positive outcomes are even more special and, whilst there is still more to be done, we can be rightly proud of the significant progress we have made.

We've got what it takes to achieve GOOD and have an absolute commitment to continue to improve our services for children and families: this document, our improvement plan, sets out our journey for as long as it may take.

We have a stable leadership in place, Ofsted commended our social workers for their passion in achieving the best for children they support and how generally a more stable workforce is helping to deliver better support for children and young people. Our social work academy is another area of strength identified by inspectors, which will support us to deliver a strong, effective workforce for years to come

We are committed to working closely with the Department for Education, Ofsted, and the national Local Government Association on our continuous improvement journey. We are establishing a continuous improvement board which will meet for the first time at the end of July and will meet bimonthly

We are ambitious for children and young people and together we will continue to work hard to help them achieve their full potential, we are determined to continue improve and this plan gives us the clarity we need to do that.

Cllr Mark Hawthorne
Leader of the Council

Cllr Stephen Davies
Cabinet Member for Children and Young People

DRAFT

1. Introduction

Significant progress has been made in many areas of Gloucestershire's Children's Services since the last inspection in 2017, when the local authority was judged to be inadequate overall. However, services for children are not consistently good.

Services for children in need of help and protection, children looked after, and care leavers in Gloucestershire were inspected by Ofsted in February 2022. The overall judgement was that services for these children 'require improvement'.

Our approach will consolidate the improvement to date and reset our ambition for continued improvement. We will ensure that we deliver a consistently high quality service by spreading what we do well to all elements of our service and the children and families we are in touch with, we must go further if we are to deliver a step-change that will build sustainably good outcomes, we will do this through leadership & practice development, innovation and partnership that will ensure we have met the Ofsted recommendations and responded to Ofsted's findings .



This Improvement plan will be submitted to Ofsted by 15 July 2022, after it has been signed off by Cabinet on 22nd June. Thereafter, this plan will be monitored and reviewed through the following governance levels:

This Continuous Improvement plan is overseen by Children's Services SLT, updating and reporting in turn to the:

- Children's Services Oversight Board, chaired by the Leader of the Council
- Corporate Leadership Team (CLT), chaired by the Chief Executive
- Continuous Improvement Board, chaired by the Deputy Chief Executive
- Children & Families Overview Scrutiny committee

This continuous Improvement plan is our response to the five Ofsted recommendations (in bold in the plan):

- **The timeliness and application of consistent thresholds for child protection strategy meetings**
- **The suitability of accommodation for care leavers to meet their needs, including to feel safe**
- **The quality of case supervision and management**
- **The timeliness with which personal advisers are allocated to children, to best support their transition into adulthood**
- **How well IT systems support social workers to do their jobs**

This plan which focuses on practice for children Social Care and Early help, also covers areas for improvement highlighted by Ofsted and in our Self-evaluation; we have built this plan around three obsessions:

- Timely and skilled interventions

- Eradicate drift and delay
- Build sustainable outcomes

3 obsessions

- Timely and skilled interventions
- Eradicate drift and delay
- Build sustainable outcomes

2. Vision, Values, Behaviours, Guiding Principles

The vision for Gloucestershire Children services is

***Work together to support families and schools to give every child the best possible chance of a remarkable life, especially those children who are disadvantaged and vulnerable
Right Child, right support, right time, every time***

For Social Care and Early Help, this means in particular that we will:

- do everything we can to enable children and young people to thrive within their family and community, supporting independence and enabling children to grow up to live remarkable lives
- collaborate with families and partners to prevent harm and protect children and young people
- be involved when needed for as long as is needed
- promote inclusion and belonging, helping to make Gloucestershire a place where all our children and young people see their future
- act on what children and young people tell us is needed, developing services with children, young people and families
- use language that cares
- challenge discrimination and inequality whenever we see it

We will be **accountable** for our actions and decisions; be honest, learn and act with **integrity**; practice in a way that is **respectful** and **empowering** for children and families, enabling individuals to be the architects of their own solutions and will be relentless in our pursuit of excellence

Practice Principles

- We prioritise, and are responsive to, the safety and wellbeing of children and young people.
- Our interventions will be strengths based, evidence informed and proportionate, in the interests of children, young people and families, and will not over-intervene in the life of the family.
- We will enable children to grow up within their families, unless evidenced to be harmful, and will not over-intervene in family life.
- We will empower families to identify their own solutions and support them to achieve the change they want for themselves and their children.
- We will actively pursue engagement and involve children, parents, families and partners in our assessments, plans, decisions and interventions. Their voice will be prominent throughout. We work 'with' children, young people, families and communities through constructive, respectful and restorative relationships.
- Children, young people and families know more about their lives than we do, and services alone are rarely the solution. So, by working together we aim to understand, equip, empower and enable people by helping them to access and use the resources inside, around and between them.
- Children and young people will enjoy an enduring sense of legal, physical and psychological safety and stability which we call 'permanence'.
- Each of us is accountable for delivering an effective, and ever-improving, service in the best interests of children, young people and families.
- We value diversity and respect difference because it enriches our understanding of each other. Our practice is therefore inclusive, ethical and anti-oppressive.

3. Improvement Plan

Aim: Focus on Practice

Priorities:

- Timely and skilled interventions
- Eradicate drift and delay
- Build sustainable outcome

Aim of the plan	Deliver the best outcomes for children and families through building a sustainably good children's service	
Priorities	1.	Timely and skilled interventions: <ul style="list-style-type: none"> • Workforce Recruitment & Retention • Practice standards and Essentials • Virtual Schools / quality of ePEPs • Care Leaver accommodation & transition to adulthood • Domestic abuse
	2.	Eradicate drift and delay <ul style="list-style-type: none"> • Quality and Pace of decision making / Supervision & Management oversight • Strategy meetings • ICT • Neglect • Extra familial harm
	3.	Build sustainable outcome <ul style="list-style-type: none"> • Sufficiency of placement and fostering • Life Story work • NEET • Early Help strategy • Family resilience • DCYP

DASHBOARD				
Reporting period:		Improvement Board – xx 2022		
		Actions Status		Impact Status
1. Timely and skilled interventions	■ On target		■ On target	
	◆ Compromised		◆ Compromised	
	▲ At risk		▲ At risk	
	● Completed		● Completed	
2. Eradicate drift and delay	■ On target		■ On target	
	◆ Compromised		◆ Compromised	
	▲ At risk		▲ At risk	
	● Completed		● Completed	
3. Build sustainable outcome	■ On target		■ On target	
	◆ Compromised		◆ Compromised	
	▲ At risk		▲ At risk	
	● Completed		● Completed	

		1.1 Recruitment and Retention			Lead: Ann James			
Rational	Ofsted inspection February 2022 <ul style="list-style-type: none"> Some children experience too many changes of social worker. This does not help them to build a trusting relationship with their social worker 							
Comment about overall status				Actions status		Impact Status		
				■ On target		■ On target		
				◆ At risk		◆ At risk		
				▲ Compromised		▲ Compromised		
Reporting period:		To		● Completed		● Completed		
Objectives	<ul style="list-style-type: none"> Reduce the numbers of changes of SW children experience so that children are able to build and keep sustainable relationships with social workers Recruit and retain experienced social work qualified staff (SWs, SSWs, APs and TMs) Recruit and retain ASYEs (Assessed and Supported Year in Employment) Ensure Gloucestershire becomes a place where social workers want to train, work and grow 			Deliverables	<ul style="list-style-type: none"> Workforce strategy 2022/2024 Revised career progression policy Improved job microsite Improved HR recruitment process and on-boarding Improved induction Promotion campaign / activities Frontline Management Development Programme 			
Progress made this period:	<ul style="list-style-type: none"> 			Actions next period:	<ul style="list-style-type: none"> 			

Key Actions, Owners and Timescale		
Key Actions	Owners	Timescale
Plan signed off by SWFPG (Strategic Workforce group) and subsequently reviewed at each meeting	Ann James / SWFPG	By June 2022
Review and launch new workforce strategy, building on successes of past and amplifying those routes that evidence greatest impact for Gloucestershire	Ann James / SWFPG / Nina Willenberg	By Sept 2022
Revise career progression policy to develop a talent pipeline into senior and advanced practitioner roles, leadership and management positions as part of the workforce strategy	Ann James / Rob England	By Sept 2022
Improve Job microsite	Catriona Dry	By June 2022
Improve HR recruitment process and on-boarding	Catriona Dry	By July 2022
Tender and award new agency contract	Nina Willenberg / Tom Underwood	By December 2022
Design / scope frontline management programme (APs / TMs)	Fiona Walker	By Sept 2022
Review current MLDP	Fiona Walker / Rob England	By Sept 2022
Review induction offer and deliver consistent induction for all staff (permanent and agency)	Rob Tyrrell / Tom Underwood	By Sept 2022
Identify what people value about working for GCC and what help them to stay	Rob Tyrrell	By November 2022
Arrange weekly meet with the Director meeting for staff	Ann James	From 1 st May 2022
Develop communication and engagement strategy about Improvement and Transformation programme	Children's Service SLT / Clarisse Forgues / Sam James	From July 2022
Implement remodelling of assessment and safeguarding teams as part of wider transformation to reduce handoffs and have more manageable workloads	Ann James / Areas Directors	From September 2022

Key Milestones																	
	Mar 22	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 23	Feb	Mar	April	May	June	July

Job microsite relaunch																												
Induction offer signed of by SWFPG																												
Workforce strategy signed off																												
Revised career progression launched																												
Implement remodelling of assessment and safeguarding teams																												

Metrics including saving / efficiency (if relevant)																											
	March 22		April		May		June		July		August		September		October		November		December		January 23		February		March		
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Turnover (overall)	13%	25%	13%	24.9%																							
Turnover Frontline workers (SW/SSW/AP)																											
% of children with fewer than 3 Social Workers in 6 months	80%	84%	90%	85.7%																							
Agency rate (overall)	15%	35%	15%	34.7%																							
Agency rate (SW/SSW/AP)																											
Number of new starters (external) in month, SW only																											
Number of new starters (internal promotions or movers) in month, SW only																											
Number of ASYE recruited (12 month)																											
Number of ASYE retained 1 year + (12 month)																											

		1.2 Practice Standards										Lead: Ann James														
Rational		<p>Ofsted inspection February 2022:</p> <ul style="list-style-type: none"> • For a minority of children, assessments are not always completed in a timely way. Therefore, some children’s experiences within their family are not understood early enough and their needs and risks not fully identified or responded to as quickly as they could be. • For some children a lack of timescales in plans limits how well progression can be monitored. • A minority of children’s plans lack focus on their specific needs and are built on generic actions rather than outcomes and aspirations for children. • There are a small number of pathway plans that are not always updated when young people’s circumstances change. • Some pathway plans do not routinely include the input of other involved agencies and parties, and this is a missed opportunity to gather partnership views and to share information. • When learning is identified from audits that the local authority rates as stronger, there is currently no system for using this to further improve services for those children whose cases have been audited. This is a lost opportunity. 																								
Comment about overall status												Actions status					Impact Status									
												<ul style="list-style-type: none"> ■ On target ◆ At risk ▲ Compromised ● Completed 					<ul style="list-style-type: none"> ■ On target ◆ At risk ▲ Compromised ● Completed 									
Reporting period:												To														
Objectives		<ul style="list-style-type: none"> • Improve the quality and impact of social work practice: <ul style="list-style-type: none"> ○ Timely, purposeful visiting and direct work which champions the voice of the child 										Deliverables					<ul style="list-style-type: none"> • Practice standards aligned with QA framework and systemic principles and provides clear expectations to SWs / TMs 									

	<ul style="list-style-type: none"> ○ Assessment of needs, risks and circumstances reflect the Essentials 'Anchor' and 'Risk' principles ○ C-SMART, adaptive and effective planning and reviewing ○ Records are written with a view that the young person or their family may request and need to understand this information in the future. ○ Up to date, clear and comprehensive recording 		<ul style="list-style-type: none"> • Best practice library / webinars / workshops aligned to practice standards • ICS system enabling consistent recording and data collection • "Conditions for Success" based on Learnings from Good / Outstanding audits
Progress made this period:	•	Actions next period:	•

Key Actions, Owners and Timescale		
Key Actions	Owners	Timescale
Workshop on SMART planning (Essentials)	Simon Rushall	From June 2022
Incorporate SMART planning into revised SW induction, Y2 ASYE offer and management development programme	Rob Tyrrell / Simon Rushall	From Sept 2022
Produce monthly Essential attendance and completion report for HofS Increase completion rate / percentage of SWs having completed Essentials	Sarah Cairns	From May 2022
Develop practice standards for Social Care and Early Help, including quality and compliance with regard to equality and diversity	Rob England / SW Academy	Sept 2022
Heads of Service to sign off staff non-attendance to training Increase rate of training attendance through Academy	HofS	From 1 st April 2022
Review QA process to focus on Essentials evidence and impact / monitor through QAF	Rob England / SW Academy	June 2022
Review Practice fundamentals and Essentials delivery model and develop consistent expectations	Leadership team / Rob England	By Sept 2022
Identify best practice by using performance data, audit and other quality feedback tools	Rob Tyrrell / SW Academy	July 2022 onwards
Develop focused workshops etc (SSR model) to highlight learning points /conditions for success in line with the revised QAF	Rob Tyrrell / SW Academy	July 2022
Establish a quality group to close the loop of learning from practice, performance and audit (including learning panel and lunchtime learn opportunities to disseminate and celebrate best practice)	Rob Tyrrell / Simon Rushall	October 2022
Direct Work Kits for all social workers and Family Support workers as well as funding to purchase resources for a locality/service resource library	Ann James / Ambassadors	June 2022

Key Milestones																	
	Mar 22	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 23	Feb	Mar	April	May	June	July
Practice standards signed off																	
Practice standards disseminated																	
QA process / framework reviewed and signed off																	
Programme / schedule of learning panels and lunch time learning opportunities in place																	

Metrics including saving / efficiency (if relevant)																										
	March 22		April		May		June		July		August		September		October		November		December		January 23		February		March	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Rate of inadequate audits	9%	7%	9%	17%																						
Rate of good / outstanding audits	50%	41%	50%	33%																						
SMART planning (Percentage of plans evaluated as 'Good' or better)	50%	27%	50%	29%																						

% of Single Assessments completed within 45 w.days	90%	81.6 %	90%	78.8 %																				
% of Children in Need with a plan in place within 10 w.days of assessment completion or step down	95%	52.5 %	95%	66%																				
% of eligible staff who have completed Essentials 2 (3 modules)				48%																				
Attendance overall to learning opportunities (tbc)																								

	1.3 Virtual School & PEP		Lead: Clare Dudman			
Rational	Ofsted inspection February 2022 <ul style="list-style-type: none"> The quality of PEPs remains mixed and many are weak 					
Comment about overall status			Actions status		Impact Status	
			On target		On target	
			At risk		At risk	
			Compromised		Compromised	
Reporting period:		To			Completed	
			Completed			
Objectives	<ul style="list-style-type: none"> Increase quality of PEPS: SMART target, SMART outcomes PEPs are more effectively co-constructed between VS/SW and Schools PEPs are fully compliant with statutory responsibilities 		Deliverables	<ul style="list-style-type: none"> Enhanced audit and QA process Training sessions Guidance for high quality SMART targets and outcomes Good practice library 		
Progress made this period:	<ul style="list-style-type: none"> 		Actions next period:	<ul style="list-style-type: none"> 		

Key Actions, Owners and Timescale		
Key Actions	Owners	Timescale
Review e-pep platform pilot and full roll out	Jane Featherstone	April 2022
Review data dashboard and use of Nexus data so that the Virtual School and CPG have access to the data they need to be able to measure progress and identify areas for development	Jane Featherstone	April 2022
Develop training to ensure PEPs are written with a view that the young person or their family may request this information in the future and include SMART targets	Jane Featherstone	By Sept 2022
PEP standards and quality assurance process to be reviewed	Clare Dudman	By Sept 2022
Review structure of the virtual school to ensure there is sufficient administrative support to free consultants to offer direct support for PEPs	Clare Dudman	By October 2022

Key Milestones																	
	Mar 22	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 23	Feb	Mar	April	May	June	July
Roll-out of E-pep platform completed																	
Training delivery																	
Monthly dip sampling																	
Reshaped Virtual school structure signed off																	
Refreshed dashboard in place																	

Metrics including saving / efficiency (if relevant)																											
	March 22		April		May		June		July		August		September		October		November		December		January 23		February		March		
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Percentage of good / outstanding PEP in monthly dip sampling																											
Completion for 1 st PEP within 20 days	95%																										
PEP completion rates for new into care and termly reviews	95%																										

	1.4 Care Leavers	Lead: Mark Bone																				
Rational	<p>Ofsted inspection February 2022</p> <ul style="list-style-type: none"> Personal advisers (PAs) are not allocated to care experienced young people until after their 18th birthday. Care experienced young people spoken to by inspectors were not aware of the offer, nor was there evidence of their awareness in their electronic case files. A few care experienced young people over 18 do not live in suitable accommodation. On a very few occasions this has included bed and breakfast accommodation. A few young people live in such unsuitable accommodation for too long. Not all care experienced young people feel safe where they are living when in unsuitable accommodation. When young people live in homes of multiple occupancy, the potential risks that may be posed to them and others from shared living are not fully considered or recorded. 																					
Comment about overall status		<table border="1"> <thead> <tr> <th colspan="2">Actions status</th> <th colspan="2">Impact Status</th> </tr> </thead> <tbody> <tr> <td>■ On target</td> <td></td> <td>■ On target</td> <td></td> </tr> <tr> <td>◆ At risk</td> <td></td> <td>◆ At risk</td> <td></td> </tr> <tr> <td>▲ Compromised</td> <td></td> <td>▲ Compromised</td> <td></td> </tr> <tr> <td>● Completed</td> <td></td> <td>● Completed</td> <td></td> </tr> </tbody> </table>	Actions status		Impact Status		■ On target		■ On target		◆ At risk		◆ At risk		▲ Compromised		▲ Compromised		● Completed		● Completed	
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◆ At risk		◆ At risk																				
▲ Compromised		▲ Compromised																				
● Completed		● Completed																				
Reporting period:		To																				
Objectives	<ul style="list-style-type: none"> Accommodation for care leavers is suitable to meet their needs, including to feel safe (Ofsted recommendation) Personal advisers are allocated to children from age 16, to best support their transition into adulthood (Ofsted recommendation). Care leavers are well aware of the Offer and it meets their needs 	<p>Deliverables</p> <ul style="list-style-type: none"> Revised and published Care Leaver Offer 2022/23 Guidance for young people to understand their rights is provided and recorded Revised protocol / agreement with Housing / Districts to meet the accommodation needs of care leavers Revised Sufficiency strategy outlining development of supported accommodation for care leavers Training programme for Leaving Care PAs (Personal Advisers) 																				
Progress made this period:	•	Actions next period:	•																			

Key Actions, Owners and Timescale		
Key Actions	Owners	Timescale
Launch of Instagram to communicate with children in care and care leavers including local offer information	Ambassadors	End of May 2022
Refresh care leaver offer	Mark Bone	By Sept 2022

Establish new forum for 16+/Care Leavers (opportunity to gather feedback and get the views of care leavers as well as providing them with information e.g the local offer)	Ambassadors	Autumn 2022
Develop protocol with Districts and other accommodation providers in relation to care leavers accommodation (e.g. allocating a percentage of new housing to care leavers) ensuring sufficient safe and suitable homes are available to them	Chris Spencer / Mark Bone	By Sept 2022
Engage with and deliver regional offer to care leavers (regional SLI approach)	Ann James / Mark Bone	September 2022
Amend LCS Pathway Plan to prompt record that the offer has been shared	Mark Bone / Julie Miles	By September 2022
Add to audit process and / or dip sample Care Leavers Offer and CL experience	Rob England	December 2022 onwards
Develop practice standard for accommodation and Pathway Planning with young people and partner input to include increasing staying put and further developing staying close options	Rob England / SW Academy	September 2022
Implement the Social care remodelling project as part of the Transformation programme to ensure there will be sufficient PAs to allocate to all eligible children / young people	Ann James	Sept 2022 onwards
Remodel 11+ Service, to deliver distinct leaving care teams	Ann James	Sept 2022 onwards
Devise and deliver tailored Leaving Care Personal Adviser training via GCC's Social Work Academy (to include SMART planning, and risk management approaches)	SW Academy / Rob England	January 2023
Develop a robust arrangement for Director oversight where YP are placed in unsuitable or multiple occupancy accommodation	Mark Bone	From 1 st May 2022
Capture care leaver experience (BrightSpot Your Life Beyond Care) and use feedback to shape further improvements	Mark Bone	Autumn 2022
Revise and launch a new Placement Sufficiency Strategy that will include: <ul style="list-style-type: none"> • Delivery of Southfield House – a new 30 supported accommodation provision located in Stroud and modelled on the award winning Trevone House • Development of a supported lodgings scheme • Develop a wider range of housing options to meet the needs of YP 	Wendy Williams	Summer 2022 onwards
Work with care experienced young people and our Ambassadors to design an accommodation improvement project that builds from their experiences (including developing of a “virtual estate agent” to support tenancies and ensure safe and suitable accommodation can be maintained)	Wendy Williams / Della Keith	Autumn 2022
Introduce a process of monitoring use of emergency accommodation and report regularly to Corporate Parenting Group	Mark Bone	Ongoing
Ambassadors to carry out Quality Assurance Joint visits to housing providers to get direct feedback from young people	Ambassadors	From Autumn 2022

Key Milestones																	
	Mar 22	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 23	Feb	Mar	April	May	June	July
Launch of 2022/2023 care leaver offer																	
Develop and deliver comms strategy for care leavers																	
Website for care leavers updated																	
Sign off protocol with Districts																	
Sign off Revised Sufficiency strategy outlining supported accommodation for care leavers																	
Dip sample that local offer is recorded on young people file																	

Metrics including saving / efficiency (if relevant)																										
	March 22		April		May		June		July		August		September		October		November		December		January 23		February		March	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Percentage of files where Local offer discussion have been recorded on LL (in development)																										
% Care leaver in suitable accommodation	95%	93.1%	95%	89.8%																						
Number of PA in the service																										
Percentage of Care leavers with PA allocated at 16 (in development)																										
Percentage of Care leavers with PA allocated at 17	100%		100%																							

	1.5 Domestic Abuse		Lead: Ann James	
Rational	<ul style="list-style-type: none"> Findings of Domestic Homicide Reviews. Recent death by suicide attributed to Domestic Abuse. Impact of Domestic Abuse on children, their parents and carers. Children and Adult Scrutiny committees have met in April 2022 to reinforce commitment to work on Domestic Abuse and respond to Central Government priorities and changes in legislation and guidance. 			
Comment about overall status			Actions status	
			<ul style="list-style-type: none"> ■ On target ◆ At risk ▲ Compromised ● Completed 	Impact Status
Reporting period:		To		
Objectives	<ul style="list-style-type: none"> To improve Social Work Practice with families where domestic abuse is prevalent. To increase take up of Domestic Abuse Training by Social workers and Family Support Workers To develop direct work tools to work with children and parents experiencing domestic abuse. To strengthen multi-agency and leadership support for all activities and interventions which respond to domestic abuse in its many forms To improve response to perpetrators To explore services for under 13 years old – an identified gap 		Deliverables	<ul style="list-style-type: none"> Workshops on outcome of LCSPRs and Domestic Homicide Reviews to inform and develop front line practice and become part of lunch-time training programme Essentials Training on Domestic Abuse Workshops on Domestic Abuse as part of lunchtime learning sessions. Family hub developed to support children & families who are victim of DV
Progress made this period:	<ul style="list-style-type: none"> 		Actions next period:	<ul style="list-style-type: none">

Key Actions, Owners and Timescale		
Key Actions	Owners	Timescale
Contribute to wider strategic work on domestic abuse including working with GSCP for partnership training	Kanchan Jadeja / GSCP	April 2022
Development of direct work tools to work with children and parents experiencing domestic abuse.	Kanchan Jadeja / Rob Tyrrell	December 2022
MASH review on work with domestic abuse.	Claire Connolly	Summer 2022
Identify leadership champion for Domestic Abuse work.	Ann James	Summer 2022
LCSPR session delivered to children’s leadership team	Kanchan Jadeja / Dave Jones	Summer 2022
Presentation of Domestic Abuse work to Children’s Scrutiny committee	Kanchan Jadeja	March 2023
Develop children’s centre and family hub	Wendy Williams	July 2023

Key Milestones																	
	Mar 22	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 23	Feb	Mar	April	May	June	July
MASH review on work with domestic abuse.																	
Direct tools developed and disseminated																	
Lunch time learning / workshops launched																	
Quarterly audit / dip sample																	

Metrics including saving / efficiency (if relevant)																											
	March 22		April		May		June		July		August		September		October		November		December		January 23		February		March		
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
% age of practitioners who have completed the domestic abuse module																											
% age of files demonstrating use of direct work tools and / or application of Essential Domestic abuse training (quarterly dip sampling)																											

	2.1 Quality & Pace of Decision making										Lead: Ann James																													
Rational	<p>Ofsted inspection February 2022</p> <ul style="list-style-type: none"> Plans are not always informed by sufficient or clear management direction. Managers who have the initial oversight of referrals about children do not record a clear rationale for decisions about next steps for social workers. Some children experience repeated contacts and referrals before they get the help they need. Lack of management oversight have led to delays in progressing child protection and child in need plans for some children. The frequency and quality of the case supervision received by social workers are variable. In too many children's cases, it lacks reflective analysis and sufficient management direction. Records are lacking in challenge where there is delay and rarely reflect children's experiences as well as they should. For some children who are privately fostered there is a lack of clarity about children's living arrangements and what needs to happen. Most children experience a delay in initial visiting with no rationale as to why. There is a lack of manager oversight to address these issues to make improvements for children. For a minority of children, there is a lack of timely management oversight to approve supervision order, return home to parents. The quality of social work supervision across teams is inconsistent and needs to improve. Although supervision is generally timely, it does not consistently provide social workers with time to reflect on the progress they are making for individual children or always give them the added direction they need from their managers. Actions identified by audits are not always followed through and managers do not monitor implementation to ensure that learning from audits is used to drive progress. 																																							
Comment about overall status											<table border="1"> <thead> <tr> <th colspan="2">Actions status</th> <th colspan="3">Impact Status</th> </tr> </thead> <tbody> <tr> <td>■ On target</td> <td></td> <td>■ On target</td> <td></td> <td></td> </tr> <tr> <td>◆ At risk</td> <td></td> <td>◆ At risk</td> <td></td> <td></td> </tr> <tr> <td>▲ Compromised</td> <td></td> <td>▲ Compromised</td> <td></td> <td></td> </tr> <tr> <td>● Completed</td> <td></td> <td>● Completed</td> <td></td> <td></td> </tr> </tbody> </table>					Actions status		Impact Status			■ On target		■ On target			◆ At risk		◆ At risk			▲ Compromised		▲ Compromised			● Completed		● Completed		
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● Completed		● Completed																																						
Reporting period:											<table border="1"> <thead> <tr> <th></th> <th>To</th> <th colspan="3"></th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>						To																							
	To																																							
Objectives	<ul style="list-style-type: none"> Management oversight is robust, timely and evident to ensure: <ul style="list-style-type: none"> Team managers set C-SMART actions with a clear rationale and review at an early stage. Team managers ensure that plans are progressed in a timely way and where not, they will take remedial action. Team managers ensure that actions they set and action agreed through audit are completed in a timely way. 										Deliverables <ul style="list-style-type: none"> Review current Management Oversight Tool Reviewed supervision policy Revised frontline manager training programme to include focus on quality, timely management oversight and supervision 																													

	<ul style="list-style-type: none"> Team managers and social workers prioritise protected time within which they are tasked, guided, advised, challenged and supported through supervision which enables them to deliver effective practice through progressing work effectively and in a timely way. Where there are repeated delays for children, leaders will analyse this to understand the reasons and take appropriate action Private Fostering to be recognised and responded to at an early stage so that children and carers needs are assessed and met. Ensure there is a consistent understanding of the legal framework for private fostering 		<ul style="list-style-type: none"> Private Fostering plan - awareness raising and training in GCC policy and statutory framework
Progress made this period:	•	Actions next period:	•

Key Actions, Owners and Timescale		
Key Actions	Owners	Timescale
Revise structure to establish DTMs within C-SPA and process to ensure management oversight is recorded from the outset	Claire Connelly	April 2022
Amend recording system to enable management direction to be recorded clearly	Julie Miles	By Sept 2022
Introduce proportionate assessment timescales and management direction to set these at point of allocation	Ann James / Heads of Service	Sept 2022
Private Fostering awareness raising and process re-launch	Tammy Wheatley	July 2022
Review supervision policy and revise GCC's practice standard for supervision and management oversight <ul style="list-style-type: none"> Introduce clinical and group supervision to support us to embed our systemic social work practice model (systemic social work) 	Rob England / SW Academy	By September 2022
Workshops with TM on management oversight and supervision	Simon Rushall	March 2022 onwards
Develop oversight of care proceedings, embed PLO and court case progression and panel arrangements and continue to monitor impact	Julie Miles	May 2022 onwards
Embed QA audit process in relation to audit actions (Peer review)	Simon Rushall / Rob England	By June 2022
Develop Annual schedule for quality assurance and audit activities	Simon Rushall	By June 2022
Set up Leadership Forum (Learning Panel)	Simon Rushall	By July 2022
To undertake audit of Private fostering and reg 24	Rob England / Tammy Wheatley / Simon Rushall	June 2022
Implement observation of supervision to facilitate learning for both the supervisor and supervisee	Heads of Service	November 2022
Remodel services to ensure the span of control for every leader supports the ability to deliver high quality supervision and management oversight (max of 6 FTE practitioners and target workload of 90 - 116 children/young people)	Ann James	September 2022 onwards
Deliver frontline and senior leader development programme to include the use and recording of reflective analysis in supervision, the use and recording of the child's voice and experience, constructive feedback and challenge, and the provision of clear direction	SW Academy	September 2022 onwards
Monitor compliance on a monthly basis and quality on a quarterly basis in line with revised Quality Assurance Framework, using appreciative enquiry to share the good examples identified	Rob England	July 2022 onwards

Key Milestones																	
	Mar 22	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 23	Feb	Mar	April	May	June	July
Revise structure to establish DTMs and process to ensure management oversight is recorded from the outset (MASH – CSPA)																	
Care Proceeding tracker signed off																	
3 rd cohort Team Manager Management and Leadership Programme																	
4 th cohort Team Manager Management and Leadership Programme																	
Refreshed QA framework signed off																	
Reviewed supervision policy signed off																	

Metrics including saving / efficiency (if relevant)

	March 22		April		May		June		July		August		September		October		November		December		January 23		February		March		
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
% of Initial contact decisions made within 24 hours	90%	65.4%	90%	70.5%																							
Percentage of children open to Social Care who have an up-to-date case supervision	95%	76%	95%	77.5%																							
Percentage of social work professionals reported as having a professional supervision in the month (Tom U report)	95%	91%	95%	91%																							
Management oversight: percentage of 'Good' or better oversight & supervision (QA report)	50%	36%	50%	35%																							
% of audit actions from previous month within timescale	80%	31%	80%	36%																							
PDR completion rate (tbc)																											
% of court cases over 26 weeks timeline																											
Numbers of Team managers having completed the Team Manager Management and Leadership Programme (data provided once cohorts have finished the training)		17		17																							

2.2 Strategy Meetings				Lead: Karen Goulding			
Rational	Ofsted inspection February 2022						
	<ul style="list-style-type: none"> When safeguarding concerns are identified, managers do not ensure that consistent thresholds are applied to convene child protection strategy meetings and investigations. When children already have a social worker and new concerns emerge, there are sometimes delays in arranging child protection strategy meetings. 						
Comment about overall status				Actions status		Impact Status	
				■ On target		■ On target	
				◆ At risk		◆ At risk	
				▲ Compromised		▲ Compromised	
Reporting period:		To					
Objectives	<ul style="list-style-type: none"> Child protection strategy meetings are timely (Ofsted recommendation) Consistent thresholds are applied for child protection strategy meetings (Ofsted recommendation) 			Deliverables	<ul style="list-style-type: none"> Multi agency project group Diagnostic / Review of Strategy meeting process Workshops with staff and partners Revised Gloucestershire threshold document Refreshed Strategy meeting process and protocol LL forms for Strategy requests and minutes launched 		
					Progress made this period:		Actions next period:

Key Actions	Owners	Timescale
Establish multi-agency task and finish group	Karen Goulding / Ann James / Julie Miles / Claire Connolly	By June 2022
Analyse current quality and performance, setting targets for future	Claire Connolly (MASH and C-SPA subgroup)	By July 2022
Partners workshops to review threshold documents strategies flowchart and principles	Ann James / Julie Miles / Claire Connolly / Karen Goulding	Summer 2022
Revise threshold document, protocols and processes to ensure strategies discussions are held at appropriate time	Ann James / Julie Miles / Claire Connolly / Karen Goulding	Sept 2022
Deliver a series of multiagency workshops to ensure revisions are disseminated and expectations are clear	GSCP / Dave Jones	September 2022 onwards
Review of approach to minuting and circulation of notes of strategy meetings	Tom Underwood	By September 2022
Develop / amend and launch LL forms	Julie Miles	September 2022 onwards
Workshop with TMs to help sum up comprehensively information (need to be clear and defensible)	Simon Rushall	April 2022 onwards
Use PSW and Heads of Service to observe strategy meetings to ensure compliance and identify concerns	Karen Goulding / Rob Tyrrell	Autumn 2022
Undertake a quarterly, multiagency audit to test and learn from progress	Rob England / GSCP	December 2022 onwards
Report to GSCP and Continuous Improvement Board	Ann James	Autumn 2022
Develop metric that splits timeliness of strategy meetings into new and children already allocated to a SW to monitor improvement in this area	Kelly Headley	By September 22

Key Milestones	Mar 22	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 23	Feb	Mar	April	May	June	July
Multi agency project group established																	
Workshops with partners																	
Sign off refreshed strategy meeting process																	
All staff and partners comms																	
MA Audit																	
Report to GSCP																	

Metrics including saving / efficiency (if relevant)	March 22		April		May		June		July		August		September		October		November		December		January 23		February		March	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
% of Strategy discussions that took place within 5 w.days	90%	76%	90%	75.2%																						
Timeliness of strategy meetings for new children (in development)																										
Timeliness of strategy meetings for children already allocated to a SW (in development)																										

	2.3 ICT	Lead: Andy Dempsey/ICT Rep TBC			
Rational	<p>The Ofsted inspection (February 2022) highlighted some concerns about ICT as it supports effective practice:</p> <ul style="list-style-type: none"> There remains a gap in what can be delivered to ensure that frontline managers have consistent access to up-to-date information that enables them to do their jobs effectively. This, alongside system stability and accessibility, continues to have an impact on progress. These challenges also have a negative impact on the generally positive morale of staff. They are a very real frustration for staff as they can sometimes hamper their ability to do their jobs as efficiently and effectively as they otherwise might. 				
Comment about overall status	There is a corporate ICT development plan which aims to address the future ICT of GCC. This will provide the context for the specific Children's Services programme to address the concerns	Actions status		Impact Status	
		■ On target		■ On target	

	of Ofsted and enable practitioners to undertake work with children and families in an agile manner.				
			◆ At risk		◆ At risk
Reporting period:		To	▲ Compromised		▲ Compromised
			● Completed		● Completed
Objectives	<ul style="list-style-type: none"> To address the Ofsted recommendation 'IT systems support well social workers to do their jobs.' To ensure practitioners have reliable and predictable access to the ICT tools they need for their work and improve their confidence in these tools To support and facilitate practitioners' face to face and direct working with children and family in the context of 'agile working' To ensure managers and practitioners have consistent access to up-to-date data. To ensure practitioners are ICT aware and able to confidently exploit ICT capabilities to the full. 		Deliverables	<ul style="list-style-type: none"> Reliable and Predictable access to ICT tools Specific plan to increase ICT reliability and access in the Social Work Academy Regular (daily) performance data available / web reporting Programme for LL enhancements/amendments agreed by CS SLT and supported by revised governance arrangements. Options appraisal completed of software/hardware necessary to support agile direct work with children and families such as PDAs, portable printers, electronic memory box etc. Tailored ICT training programme for Practitioners. 	
Progress made this period:	•		Actions next period:	•	

Key Actions, Owners and Timescale		
Key Actions	Owners	Timescale
Deliver corporate ICT plan to increase ICT system stability and access: <ul style="list-style-type: none"> Roll-out Microsoft office 365 Network improvement to GCC buildings (Shire Hall and locality office) Move e-mails and calendar to cloud New BT connection for Home Working Whole council training to use One Drive and Share Point	Karl Grocock	Jan 2022 to March 2023
Develop plan to increase ICT reliability and access in the Social Work Academy	Karl Grocock	By July 2022
Identify and implement actions to meet List 1-11 reporting and restore regular (daily) performance data.	Clarisse Forgues / Andy Dowden / Nick Taylor	By July 2022
Explore options for LL hosting	Chris Spencer & Mandy Quayle	May 2022 to September 2022
Develop and sign off programme enhancements/amendments to LL	Children's Service SLT	By November 2022
Review LL governance arrangements	Andy Dempsey & Mandy Quayle	By Sept 2022
Implement LL enhancements/amendments programme	LL / Andy Dowden	December 2022 onwards
Develop guidance where documents should be stored in LL	Julie Miles	By November 2022
Complete options appraisal for the software/hardware necessary to support agile, direct work with children and families – PDAs, portable printers electronic memory box etc.	Karl Grocock	From July 2022 onwards
Develop and deliver tailored ICT training programme for CS Practitioners.	Karl Grocock	By December 2022
Explore options to make best use of Controcc and Capita	Karl Grocock	December 2022 onwards

Key Milestones																	
	Mar 22	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 23	Feb	Mar	April	May	June	July
Initial scoping meeting with CS SLT and ICT leads to scope out the improvement programme																	
Web reporting moved back to daily																	
Network improvement in remaining GCC building (completed by December 2022)																	
Sign off ICT improvement plan for SW Academy																	
Move to exchange online and migrating mailboxes (to improve the stability of the Network and performance)																	
Implementation of BT connection for Home working																	
LL upgrade																	
LL hosting options signed off																	
Refreshed LL governance signed off																	
Whole council training (One Drive and SharePoint)																	
Pulse survey of practitioners																	
Delivery of tailored ICT training for CS practitioners																	

Metrics including saving / efficiency (if relevant)																											
	March 22		April		May		June		July		August		September		October		November		December		January 23		February		March		
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Number of P1 incidents																											
Number of P2 incidents																											
Response time to issues raised via Service Now																											

		2.4 Neglect										Lead: Kanchan Jadeja													
Rational	Neglect is a key driver for our safeguarding work and we are working to embed our use of the "Neglect Toolkit". Commencing at the point of contact, the "Neglect Toolkit" is opened with the Assessment Teams as necessary. This has been supported by a series of roadshows and workshop activities to explore how the Toolkit can inform our assessment, planning, intervention and review processes. The recent audit of contacts into MASH highlighted the low levels of use of the Neglect Toolkit by partners across the system. Work is now underway via the Safeguarding Partnership to explore how this can be improved, including embedding thematic issues such as neglect within exiting partner processes.																								
Comment about overall status											Actions status					Impact Status									
											■ On target										■ On target				
											◆ At risk										◆ At risk				
											▲ Compromised										▲ Compromised				
Reporting period:											To														
Objectives	<ul style="list-style-type: none"> Better identification and response when there are concerns about neglect Increase and embed use of Neglect toolkit across the partnership 										Deliverables					<ul style="list-style-type: none"> Network of Champion across partner organisations Roadshow to promote use Workshops to develop practice Essential training module 									

Progress made this period:		Actions next period:	
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Key Actions, Owners and Timescale		
Key Actions	Owners	Timescale
Work with GCSP partners to review our understanding of and approach to neglect, re-launching and re-naming the 'neglect toolkit'	Kanchan Jadeja and GSCP / Dave Jones	Summer 2022
Essentials module developed and delivered	SW Academy	October 2022 onwards
Re-launch toolkit working with families, partners and ambassadors as a web-based tool	Kanchan Jadeja / Emma Trigwell and GSCP / Dave Jones	October 2022
Deliver multiagency practice workshops (lunch-time learn, linked to the neglect bitesize briefing)	Kanchan Jadeja and GSCP / Dave Jones	October 2022 onwards
Develop QA framework to evaluate implementation and use (compliance and impact)	Rob England	July 2022

Key Milestones																	
	Mar 22	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 23	Feb	Mar	April	May	June	July
Delivery Essential Training Neglect module																	
Multi agency workshops																	

Metrics including saving / efficiency (if relevant)																											
	March 22		April		May		June		July		August		September		October		November		December		January 23		February		March		
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
%age of Neglect toolkit used at contact		6%		2%																							
Attendance to MA workshops (tbc)																											

	2.5 Extra familial harm	Lead: Claire Connolly
Rational	Positive feedback received from Ofsted on our response to CCE, CSE, missing however, we know we need to continue to improve in these areas.	
Comment about overall status	Actions status	
	<ul style="list-style-type: none"> ■ On target ◆ At risk ▲ Compromised ● Completed 	<ul style="list-style-type: none"> ■ On target ◆ At risk ▲ Compromised ● Completed
Reporting period:	To	
Objectives	<ul style="list-style-type: none"> • Improve early identification and prevention • Better identification and multi agency response when there are concerns about exploitation • Deliver the working together tackle exploitation strategy (GSCP) 	Deliverables <ul style="list-style-type: none"> • Information sharing agreement and data analysis • MACE Hub terms of reference and implementation plan • Clear pathway for children, families , partners, C-SPA and localities • Interoperable multi agency hub

Progress made this period:		Actions next period:	
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Key Actions, Owners and Timescale		
Key Actions	Owners	Timescale
Review resources and service configuration to deliver the newly launched CCE Strategy and ensure we are able to respond to changes in risk and demand amongst this cohort	Claire Connolly	By October 2022
Review information sharing agreements to support implementation of the strategy and develop a data informed approach to enable early identification and prevention at every level	Claire Connolly	July 2022
Develop and implement MACE Hub and locality meetings	Claire Connolly	By September 2022
Establish clear pathways	Rob England	December 2022

Key Milestones																	
	Mar 22	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 23	Feb	Mar	April	May	June	July
Launch of Exploitation Strategy																	
Sign off detailed implementation plan for the strategy																	
Implement MACE Hub, Locality meetings, pathways																	

Metrics including saving / efficiency (if relevant)																											
	March 22		April		May		June		July		August		September		October		November		December		January 23		February		March		
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
number of children and young people accessing awareness raising events/training (tbc)																											
increased identification of child exploitation 'hotspots' and people of interest' (tbc)																											
Number / %age of children missing offered return conversations																											
Number / %age of children missing who have accepted return conversations																											

	3.1 Life Story	Lead: Tammy Wheatley
Rational	<p>Ofsted inspection February 2022</p> <ul style="list-style-type: none"> For most children who have been looked after for many years, there is very little evidence of life-story work to help them to understand their journeys into care or to assist them to make sense of any trauma they may have experienced before coming into care. Children's later-life letters are generally not sufficiently sensitively written. A child or adult reading their letter later in life may well struggle to clearly understand their journey into and through care. Although letters do provide a basic chronological account of key life events, they do little to make sense of them, to place them in a wider context or to draw out the positive experiences, achievements and relationships in children's lives 	
Comment about	Actions status	Impact Status

overall status			■ On target ◆ At risk ▲ Compromised ● Completed	■ On target ◆ At risk ▲ Compromised ● Completed
Reporting period:		To		
Objectives	<ul style="list-style-type: none"> Children in our care understand their early childhood experiences leading them to have a secure sense of self, progress well and influence decisions about their future 		Deliverables	<ul style="list-style-type: none"> Procedures / guidance when and how life story work is to be undertaken Improved later life letters Life story training and targeted roll-out Life story toolkit for practitioners Repository of best practice examples for workers to draw on All children and young people have a life-story book
Progress made this period:	<ul style="list-style-type: none"> 		Actions next period:	<ul style="list-style-type: none">

Key Actions, Owners and Timescale		
Key Actions	Owners	Timescale
Scope a one-off piece of work to complete life story work for all those older children who have not received life story work to date	Tammy Wheatley	September 2022
Roll out Life Story work in over 11 teams including for care leavers	PSW / Rob England / Tammy Wheatley	Sept 22 onwards
Develop a life story performance web report	Lisa Long / Scott Richards	By August 2022
Dip sample quality of life story work	Social Work Academy / Morven Nelson	July 2022
Review Later life letters with support from Ambassadors and develop best practice examples	Tammy Wheatley / Rob Tyrrell	By July 2022
Commission Later Life training from BAAF	Tammy Wheatley	By September 2022
Develop repository of best practice	Rob Tyrrell	By October 2022

Key Milestones																	
	Mar 22	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 23	Feb	Mar	April	May	June	July
Roadshows / Training event promoting Life Story Work																	
Draft performance web report tested																	
Web report in place and included in strategic performance meeting and team performance surgeries																	
Joint later life training delivery																	
Gather feedback from adopters re later life letters																	
Life story work backlog started and completed																	

Metrics including saving / efficiency (if relevant)																										
	March 22		April		May		June		July		August		September		October		November		December		January 23		February		March	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
% Children's file audits evidencing a good standard of ongoing life story work																										

Number of SW taking part in life story training / roadshows																										
Number of SARs received from care leavers																										
Percentage of children who have life story work recorded on LL file																										
Percentage of children aged 11 + who have life story work recorded on LL file																										
Percentage of children who have life story books																										

	3.2 NEET	Lead: Sarah Poultney		
Rational	Ofsted inspection February 2022 <ul style="list-style-type: none"> Senior leaders are committed to doing even better for young people, improving the experiences of care experienced young people even further. In particular, they have identified that there is more to do to engage the care experienced young people with the most complex needs. 			
Comment about overall status			Actions status	Impact Status
			■ On target	■ On target
			◆ At risk	◆ At risk
			▲ Compromised	▲ Compromised
Reporting period:		To	● Completed	● Completed
Objectives	<ul style="list-style-type: none"> Children in care and care leavers achieve educationally, are supported to develop the skills for independence and successfully find training or employment To reduce the proportion of young people who are not in education, employment or training (NEET) Increase the take up of our apprenticeships offer 		Deliverables	<ul style="list-style-type: none"> Improved guidance and support for young people to help them make choices and sustain their education or employment journey Engagement plan to engage care leaver in programmes (e.g. works for me) Year 9 Annual reviews include Preparing for Adulthood (PFA)
Progress made this period:	<ul style="list-style-type: none"> 		Actions next period:	<ul style="list-style-type: none">

Key Actions, Owners and Timescale		
Key Actions	Owners	Timescale
Improve awareness of Post 16 and 19 Support and guidance	Sarah Poultney / Sarah Winwood / Viki Walters / Ellen Sanders	
Improve pathways into adult services	Sarah Poultney / Sarah Winwood / Viki Walters / Ellen Sanders	
Improve joint working with Prospects	Sarah Poultney / Viki Walters	
Develop strategy to engage with Care Leavers	Sarah Poultney / Mark Bone	
Scope the development of a holistic approach building on best practice from innovation such as that developed elsewhere and identify funding sources (SIB and ACT)	Sarah Poultney / Viki Walters	

Key Milestones																	
	Mar 22	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 23	Feb	Mar	April	May	June	July

Care Leaver engagement strategy signed off																							

Metrics including saving / efficiency (if relevant)																										
	March 22		April		May		June		July		August		September		October		November		December		January 23		February		March	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Care Leavers are in employment, education or training	75%	58.4%	75%	55.8%																						
% of Children in Care transitioning into education, employment or training at 16																										
% of EHCP 16-25 who are in employment, education or training																										

	3.3 Early Help Services												Lead: Emma Trigwell							
Comment about overall status	OFSTED inspection February 2022: Children and their families benefit from a comprehensive offer of early help services provided by the local authority. Children’s early help assessments identify needs well, but subsequent plans are not always informed by sufficient or clear management direction. Early help plans identify the right outcomes and levels of support needed for children, although the quality of plans is not consistently strong. There are effective systems in place to ensure that children are stepped up or down between the thresholds in line with their needs												Actions status				Impact Status			
													■ On target				■ On target			
Reporting period:	To												◆ At risk				◆ At risk			
													▲ Compromised				▲ Compromised			
Objectives	<ul style="list-style-type: none"> To ensure all children have access to high quality early interventions across the spectrum of services. To continue to improve the understanding of the early help offer across the partnership and strategic alliance with the principals within Clear Early intervention services in place and publicised. FGC offer that is understood, published and accessed across the levels of intervention. Better data sharing agreements in place across core services in order to facilitate a systemic approach to family and community need in turn resulting in support being offered at the lowest levels and earliest points for children and families. To ensure that Family Support Standards are understood and embedded across the service Improved data dashboards which are reflective of the activity across the services. 												Deliverables				<ul style="list-style-type: none"> Early Help Strategy - written and signed up to across the partnership Reviewed QA framework for both Targeted and Advice and Guidance elements of the service to test and evidence impact. Reviewed current Graduated Pathway with partners to ensure it meets the need and explore digitisation of the paperwork Training with partners and bespoke sessions to improve awareness of early help agenda and develop quality assessments and plans that are impactful for families Communications plan internally and externally with partners All GCC service areas to record interventions and outcomes using the EHM system A clear and accurate data dashboard available across the GCC EH services 			
																	● Completed			

Progress made this period:		Actions next period:	
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Key Actions, Owners and Timescale		
Key Actions	Owners	Timescale
Roll out of FSW standards and expectations across the Families First teams and management	Emma Trigwell	June 2022
Merge of FSW standards with Children services document	Emma Trigwell/ Andy Dempsey/Rob England	Sept 2022
Discussion with commissioning to introduce FSW standards and universal KIP's for performance measures	Andy Dempsey	By October 2022
Development of a subgroup to the child friendly coalition of partners to develop an Early Help Strategy, Early Help System guide and act as the governance for the supporting families programme.	Andy Dempsey/ Emma Trigwell	By July 2022
Develop EH Strategy 2022-25	Emma Trigwell / sub group / GSCP	Autumn 2022
Roll out of the EH overview document to key partners and update of website pages.	Emma Trigwell	May 2022
Development of a Data governance group to work together to improve the data sharing protocols across the county	Andy Dempsey/Emma Trigwell/	By August 2022
Development of a QA framework for activity carried out in the community to ensure children are receiving high quality interventions and services	Emma Trigwell	By October 2022
Review, alongside Childrens services, the QA framework and the introduction of QA for the advice guidance elements of the service	Emma Trigwell/ Rob England.	By June 2022
Review of the graduated pathway and digitisation	Emma Trigwell/ Karen Morgan/ Phil Haslett	April 2022 to December 2022
Report to be presented to SLT regarding the FGC service impact and structure	Emma Trigwell	September 2022
Data dashboard to be reviewed to ensure it is reporting accurately across all service areas	Emma Trigwell/ Leanne Fisher	By September 2022
Review EH and CIN planning under the Transformation programme (in particular escalation, response to the care review, approach to risk)	Ann James / Emma Trigwell / GSCP	By December 2022

Key Milestones																	
	Mar 22	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 23	Feb	Mar	April	May	June	July
Roll out of FSW standards and expectations																	
Develop EH strategy																	
Data governance group set up																	
FGC report to SLT																	
Data dashboard signed off																	

Metrics including saving / efficiency (if relevant)																											
	March 22		April		May		June		July		August		September		October		November		December		January 23		February		March		
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
% of children re-referred to SC following closure to GCC EH services	20%		20%		20%																						
% of audits rating inadequate from audit within the GCC family support services	10%		10%		10%																						
% of audits rating good/outstanding from audit within the GCC family support services	50%		50%		50%																						
% of children referred for an FGC which resulted in a FGC meeting	40%		40%		40%																						

3.4 Sufficiency of placement & fostering			Lead: Ann James				
Rational	Ofsted inspection February 2022 <ul style="list-style-type: none"> There is not a sufficiently wide range and choice of placements available to meet the needs of all children in care, and, as a result, a small minority of children in larger family groups continue to live in unsuitable arrangements while the right home is found Some children have experienced more moves than they should have as a result of being placed in an emergency placement at the point of coming into care due to the lack of a suitable placement being available at that point, and then waiting to move when one becomes available. Some children who are in stable long-term placements also wait too long to be formally matched for permanence with their carers. Placement sufficiency remains a challenge. A few children are waiting too long for placements that are well matched to their needs. At the time of the inspection, there was one child in an unregistered children's home. 						
Comment about overall status				Actions status		Impact Status	
				■ On target		■ On target	
Reporting period:		To		◆ At risk		◆ At risk	
				▲ Compromised		▲ Compromised	
				● Completed		● Completed	
Objectives	<ul style="list-style-type: none"> To have a wide range and choice of placements available to meet the needs of all children in care Increase placement stability Increased in-house foster care capacity Strengthen and increase capacity for "harder to identify" children groups GCC is seen as the fostering service of choice for Gloucestershire children 			Deliverables	<ul style="list-style-type: none"> Sufficiency Strategy 2022 - 26 Children's home capital investment programme Refreshed Recruitment and Marketing strategy for Foster Carers Strategic Plan for the Fostering Service Development of 24/7 support arrangements to foster carers Permanency Tracker Property portfolio 		
Progress made this period:	•			Actions next period:	•		

Key Actions, Owners and Timescale		
Key Actions	Owners	Timescale
Refresh Fostering transformation plan: <ul style="list-style-type: none"> Increase in carers to enable choice and matching Skills to support placement matching and placement stability Innovation is supported (mocking bird, practice model) Development of specialist scheme and development of short term, emergency scheme 	Tammy Wheatley	July 2022
Develop Fostering recruitment & marketing strategy	Tammy Wheatley	By Sept 2022
Develop fostering retention strategy	Tammy Wheatley	By Sept 2022
Review of placement request process, including profile	Tammy Wheatley / Chris Bush	By October 2022
Development , training , planning in locality teams	Tammy Wheatley	Sept 22 onwards
Develop and embed robust planning especially exit strategy plans for children in residential settings	Heads of Service	May 2022 onwards
Revise, launch and deliver Sufficiency strategy	Wendy Williams	September 2022
Implement of SS Home@TheHeart to include: <ul style="list-style-type: none"> Further semi independent accommodation following Trevone House model Assessment and emergency accommodation for under 16 years old Double number at 28 days and PACE fostering placement 	Wendy Williams	September 2022 onwards

- Residential CH framework - Dedicated UASC accommodation		
Develop a workforce Academy for GCC sufficiency strategy	Wendy Williams	2024/2025
Trauma informed commissioning to remove transition points / reducing placement moves	Wendy Williams	December 2022
Utilise EP / Reg 24 options, internal parent & child residentials	Tammy Wheatley	May 2022 onwards
Instate permanency tracker and a fortnightly panel to drive and quality assure timely achievement of permanence for all children	Tammy Wheatley	By July 2022
Develop and implement celebration event for children and carers	Lisa Long	By October 2022
Implement practice standard/monitoring for length of time from placement request to placement matched/achieved	Tammy Wheatley / Chris Bush	By July 2022

Key Milestones																	
	Mar 22	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 23	Feb	Mar	April	May	June	July
Sufficiency strategy signed off																	
Implementation of Fostering recruitment strategy																	
Placement request process signed off and launched																	
Permanency tracker and panel process signed off																	

Metrics including saving / efficiency (if relevant)																											
	March 22		April		May		June		July		August		September		October		November		December		January 23		February		March		
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
% of children in care experiencing 3 or more placement in 12 months	13%	12.5 %	12%	12.6 %																							
% of children aged under 16 in care for at least 2.5 yrs who have been in the same placement for at least 2 yrs	68%	65.39 %	68%	65.5 %																							
Number of approved in-house placements (incl on-hold)		325		328																							
utilisation of available in-house Foster placement capacity	90%	96.2 %	90%	96.8 %																							
Long term matching panels timeliness																											
Percentage of children living with in-house foster carers																											
% children placed OOA (out of area)																											

	3.5 Family resilience										Lead:														
Rational	Ofsted inspection February 2022 <ul style="list-style-type: none"> Mothers who have experienced removals of children from their care do not receive a structured programme of support to help prevent the likelihood of repeated removals. Some children experience repeated contacts and referrals before they get the help they need. For some disabled children, there are delays in progress with their child in need and child protection plans due to waiting lists for some health services 																								
Comment about overall status											Actions status					Impact Status									
											■ On target					■ On target									
											◆ At risk					◆ At risk									
Reporting period:											To					▲ Compromised									

		● Completed		● Completed
Objectives	<ul style="list-style-type: none"> Prevent successive removal of children and provide good family support to care experienced parents Improve the health and wellbeing offer for disabled children Care Leaver young parents are well supported Services are co-constructed with families who are “experts by experience” Timely and integrated health offer for most vulnerable children 	Deliverables	<ul style="list-style-type: none"> Scope of the extend of need Business case to deliver a programme such as PAUSE that prevent repeat separation of parent and child Reviewed and enhanced health provision for children with disabilities 	
Progress made this period:	•	Actions next period:	•	

Key Actions, Owners and Timescale		
Key Actions	Owners	Timescale
Families in Care pilot - Research phase: baseline data, LA lessons learnt	Julie Miles and Project Manager	May to Sept 2022
Identify Project Management resource	Clarisse Forgues / Julie Miles	July 2022
Investigate opportunities to develop Family care / Pause type support in Gloucestershire	Julie Miles / Ann James	June 2022 to Sept 2022
Develop cost benefits analysis (including how this fits with local intervention e.g complex women project) / business case	Julie Miles and Project Manager	Sept 2022
Develop offer for care leaver young parents (involving Children’s centres / Family hubs)	Mark Bone / Julie Miles	Sept 2022
Include in Practice standards: <ul style="list-style-type: none"> The use of FGC and family network meetings at start and close of social work involvement Owned and rehearsed safety and contingency plan at close of social work involvement 	Rob Tyrrell / Rob England	Sept 2022
Review pilot project in Stroud & Cotswold in relation to feedback from families on the impact of social care involvement	Sue Staley / Rob Tyrrell	August 2022
Develop ‘Experts by Experience’ group to ensure we hear from and develop effective responses with those who have been involved in our service	Rob England	December 2022
Work with JCPE and ICS Exec to analyse need and ensure a timely and integrated offer for our most vulnerable children	Wendy Williams	
Work with partners and the developing ICS to ensure that children’s emotional and mental health needs are resourced and wait times reduced	Wendy Williams	
Develop an integrated pathway for children and young people with emotional and mental health needs	Helen Ford / Health group chaired by Kirsten Harrison	
Roll-out Capacity to Change training to staff	Social Work Academy	Sept 2022 onwards

Key Milestones																	
	Mar 22	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 23	Feb	Mar	April	May	June	July
Present cost benefit analysis to SLT for decision to go ahead or not																	
Launch offer for care leaver young parents																	
Report to LT about Stroud pilot project																	

Metrics including saving / efficiency (if relevant)																										
	March 22		April		May		June		July		August		September		October		November		December		January 23		February		March	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Repeat referrals in-month (previous referral start within 12-mths of current referral start)	22.5 %	23.2 %	21.5 %	23.8 %																						

% of CP plans starting in month that are second/subsequent plans	25%	27.1 %	23.5 %	31.8 %																
QAF: Family and family owned safety plan (tbc)																				

		3.6 DCYP		Lead: Sue Hall			
Rational	<p>Ofsted inspection February 2022</p> <ul style="list-style-type: none"> Work with disabled children demonstrates an understanding of risk and need that is evidenced in assessments that are detailed and generally timely. There is a focus on the children's needs, leading to focused multi-agency plans that improve outcomes for children. <p>Whilst positive feedback has been received from Ofsted on our work with disabled children, we know we need to do more for children / young people with disabilities and their families.</p>						
Comment about overall status				Actions status		Impact Status	
				■ On target		■ On target	
Reporting period:		To		◆ At risk		◆ At risk	
				▲ Compromised		▲ Compromised	
Objectives	<ul style="list-style-type: none"> To provide an enhanced quality of service for children and families (including streamlined pathway and specialist assessment at an earlier stage where necessary) To better evidence early help and short breaks impact for disabled children and their families To ensure disabled children and their families have access to the information they need and know how to access support To ensure eligibility criteria to access DCYP statutory service are clear to families, consistently applied by professionals and available as part of our Local Offer 			Deliverables	<ul style="list-style-type: none"> Review of DCYP service structure and a business case for reviewed structure Simplified pathway for access to children social care services, whether through localities or DCYPS Improved local offer Local offer communication plan Revised eligibility criteria 		
Progress made this period:	•			Actions next period:	•		

Key Actions, Owners and Timescale		
Key Actions	Owners	Timescale
Review structure of DCYP service and develop business case	Simon Rushall & Sue Hall	July 2022
Review and simplify current pathway for access to DCYP service	Simon Rushall & Sue Hall	August 2022
Review direct payments process	Sue Hall / Adrian Wells	By December 2022
Develop and embed robust process in response to new standards Liberty Protection Safeguarding	Sue Hall/Mark Bone/Rob Tyrell	April 2023
Develop robust process to ensure compliance with deaf-blind duties	Sue Hall / Jenny Mansell(teaching advisory service)	By December 2022
Review local offer	Sarah Poultney	By March 2023
Develop and deliver communication plan for local offer	Sarah Poultney	April 2023
Develop protocols with partners in relation to: <ul style="list-style-type: none"> - housing for children/YP with disabilities, - transitions to adulthood and - support for disabled young people becoming parents 	Vicky Townsend/Sue Hall/housing.	December 2022
Review commissioning of short breaks and development of new resources to respond to families needs	Commissioning / Adrian Wells	September 2022

Continue to develop our performance data for early help and short breaks	Sue Hall & Performance team	September 2022
Review eligibility criteria and co-produce new set of criteria with parents and partners	Simon Rushall / Sue Hall	July 2022
develop process to measure how the local offer, eligibility criteria and pathways are easily accessible, clear and understandable	Sue Hall	March 2023

Key Milestones																	
	Mar 22	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan 23	Feb	Mar	April	May	June	July
Reviewed structure signed off																	
Implementation of reviewed structure																	
Direct payment review signed off																	
Short break statement signed off																	
Launch of refreshed local offer																	
Launch of reviewed eligibility criteria																	
Deliver training / workshops / guidance to staff in relation to LPS																	
Data set signed off																	

Metrics including saving / efficiency (if relevant)																											
	March 22		April		May		June		July		August		September		October		November		December		January 23		February		March		
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Open SA in timescales																											
Timely transition to adult service																											
Decrease family breakdown / emergency admission to care																											
Audit and sampling show that children receive help at the right level and from the right service.																											