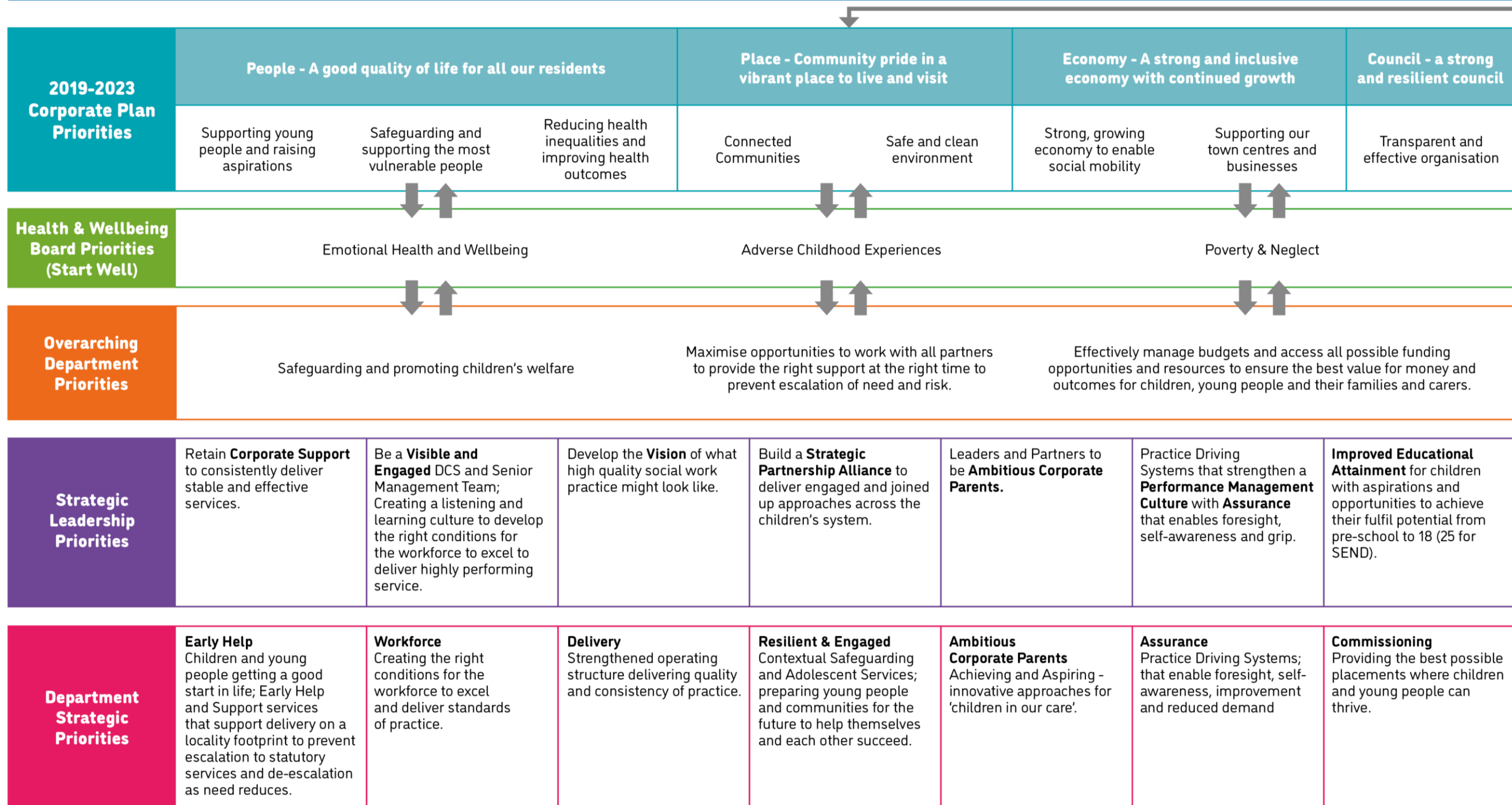




VISION FOR THE BOROUGH'S CHILDREN & YOUNG PEOPLE (aged 0-19 & 0-25 for those with SEND/Looked After)

Children in Blackburn with Darwen will grow to have a happy, healthy life and experience success and overcome challenges. To achieve this we will work with our communities, with our partners and our children, young people and their families to ensure that children get the right help at the right time by building on their strengths and the strengths of their family.



Children's Services - Service Development Plan 2020/2021

7 Strategic Leadership Priorities

Priority	What We Need To Do? <i>Action</i>	How will we make a difference? <i>Indicators of Success</i>	How will we know? <i>Outcomes/Impact</i>	Timescale	RAG rating
Strategic Leadership	1) Retain Corporate Support to consistently deliver stable and effective services	<ul style="list-style-type: none"> • Stable and effective management team • Workforce engaged with Corporate Priorities • Budgets Managed effectively - efficient and effective management of services • Services delivering quality services to the right children at the right time with the right response • Service Delivery Plans in place • Reduction in sickness absence and improved staff wellbeing 	<ul style="list-style-type: none"> • 33% reduction in demand in referrals. Steady decline in children requiring a child protection plan. Appropriate reduction of Children in our Care as they move without delay to permanency. • Well understood strategic context: Evidence of strategic improvement to show traction against key priorities for children via reporting into Extended Leadership, SLT, Corporate Parenting Board and Service Development Board. • Reviewed and strengthened leadership capacity across Children's Services & Education • Budget meetings introduced for SLT. 	August 2020 <i>Achieved</i>	GREEN
	2) Be a Visible and Engaged DCS and Senior Management Team; Creating a listening and learning culture to develop the right conditions for the workforce to excel to deliver highly performing service	<ul style="list-style-type: none"> • Continue 6 monthly Practice weeks (6 monthly) and Leadership Team to undertake audits, practice observation and conversations with children and families • Continue with Partners in Practice Peer Support Health Checks to facilitate shared knowledge; credible leadership and listening to the workforce to establish <i>what difference have we made and what we need to do more of?</i> • SWORD health check a model developed by research in practice to be used as a tool to listen to the healthiness of the workforce and inform forward planning. 	<ul style="list-style-type: none"> • Strengthened and visible management team to respond to systemic learning and identify practice learning with SLT and Service Development Board oversight of impact • Learning and evaluation of the healthiness of the workforce via Partners in Practice (Cheshire West and Chester) and Research in Practice SWORD tool – learning shared across the workforce. Next steps and planning is focus of the Service Development Board. 	December 2020 <i>Achieved</i>	GREEN

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Strategic Leadership	<p>3) Develop the Vision of what high quality social work practice might look like:</p> <p>This Vision is systemic and relationship-based Leadership and Management and social work practice, building on strengths to secure improved outcomes</p>	<ul style="list-style-type: none"> Commitment to engage with children, families and staff; learning used to shape service development plan at individual and strategic level Well trained, supported and motivated workforce Extend <i>Systemic Leadership and Management and Supervision</i> training part funded by the DFE Work with Frontline, First-line/NAAS, PIP and Organisational Health check using SWORD (Research in Practice) to enhance systemic and relationship based approaches to engage learning for the workforce 	<ul style="list-style-type: none"> Strengthened strategic capacity and operating model; improving picture of a stable and experienced workforce with lower staff turnover rates and agency staff %; higher % of experienced social workers; reduced caseloads average; protected caseloads for AYSE Updated Workforce strategy by September 2020. Extra Strategic capacity to review and strengthened Quality Assurance Framework/thematic audit /service delivery plans assure positive traction of relationship based and systemic practice. Higher % of workforce trained in systemic practice Frontline practitioners - engagement and agreement with NAAS in place by September Programme for training the workforce agreed with DFE project outline <i>shared September 2020</i> PIP to facilitate systemic health check – content and delivery agreed PSW leading on SWORD Health Check (RiP) model - <i>evaluation September & November 2020</i> 	<p>September 2020</p> <p>September 2020 <i>NAAS programme delayed due to Covid-19</i></p> <p>September and November 2020 <i>Achieved</i></p>	AMBER/ GREEN
	4) Build a Strategic Partnership Alliance to deliver engaged and joined up approaches across the children's system	<ul style="list-style-type: none"> Retain a focus quality of delivery and good collaborative partnership working reflected in service delivery plans 	<ul style="list-style-type: none"> Strong partnership working; strategic boards, collaboration and communication effective - Service Delivery Plans assure a joined up approached to service delivery / Increased EH Help Assessments and reduced referrals into statutory services 	<p>Updated in December 2020 <i>In focus and on track</i></p>	AMBER
		<ul style="list-style-type: none"> Develop and launch the Neglect Strategy and training across the partnership to understand the context and complexities of neglect and what good practice looks like 	<ul style="list-style-type: none"> Neglect Strategy to be revisited and updated – oversight of SLT, Service Development Board and CSAP. 	December 2020	GREEN
		<ul style="list-style-type: none"> Partners to be included in Practice Week to gain a broader and richer analysis of practice and learning and improvement 	<ul style="list-style-type: none"> Practice Week embedded; positive feedback from key partner agencies/Thematic multi-agency audit and assurance from July with evidence of improvement and what we need to do more of. Action plan to be in place and shared with SLT/Service Development Board. 	August 2020	AMBER/ GREEN
		<ul style="list-style-type: none"> Review training opportunities across the partnership to ensure they remain focused on key themes (neglect, complex and contextual safeguarding, domestic abuse) 	<ul style="list-style-type: none"> Retained focus on neglect: Neglect Multi agency- refresher training developed and delivered (seconded Ofsted Inspector) QA unit 	August-November 2020	AMBER

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Strategic Leadership			to evidence ongoing engagement with staff around impact		
		<ul style="list-style-type: none"> Development of an Adolescent Framework to respond to need and risk to ensure young people get the right help at the right time to prevent escalation into statutory high cost services including OOB placements 	<ul style="list-style-type: none"> Adolescent Framework reviewed to understand impact of Covid-19. 	March 2021	AMBER
	5) Leaders and Partners to be Ambitious Corporate Parents	<ul style="list-style-type: none"> Strengthen the Multi-agency Corporate Parenting Executive Board and raise awareness of need within the council and across wider partnerships Continue the Corporate Parenting Special Advisory Group (quarterly) 	<ul style="list-style-type: none"> Continued strong representation; chaired by DCS and Lead member Dashboard to continue to inform performance against KPIs to highlight challenges, successes and broaden understanding. Annual review of the Board 	November 2020 Continued strategic oversight	AMBER
	a. Listening and understanding children and young people and are communicated with and engaged to understand and fulfil their potential and have happy and successful opportunities in adulthood	<ul style="list-style-type: none"> Develop a Leaving Care Strategy, which reflects the wishes of care leavers and outlines the offer for care leaver's post 18 (as departmental priority 4) Initial draft presented at board June 20 – recommendations to develop along with an Support of seconded inspector 	<ul style="list-style-type: none"> Strategy to be in place with an outcomes based action plan. 	August 2020	GREEN
	b. Strengthening innovative approaches to implement systemic and asset based approaches and responding to changing need and vulnerability seeing a decline of children needing to be in our care?	<ul style="list-style-type: none"> Refresh the 2017/2020 Corporate Parenting Strategy to reflect the wishes and feelings of children in our care(as departmental priority 4) 	<ul style="list-style-type: none"> Refreshed strategy co-produced with children in our care 	December 2020	AMBER
		<ul style="list-style-type: none"> Strategic oversight to ensure the right children have a permanence plan that is proportionate to changing need and vulnerability/ strengthened use of FGC and assessments in line with children and young people's changing need 	<ul style="list-style-type: none"> Review the HOS service delivery plan (in place August 2020) to drive forward strategic priorities and service delivery 	January 2020	AMBER
		<ul style="list-style-type: none"> Placement stability assurance; reduced placement changes (as departmental priority 4) 	<ul style="list-style-type: none"> Review and Assurance required To be in line with England average Comparison reporting with England average 	August 2020	AMBER
		<ul style="list-style-type: none"> Strategic oversight of children at home on Care Orders; strength based approaches proportionate to need and risk.; review and tracking of children and young people 	<ul style="list-style-type: none"> Strong SLT oversight; Review and tracking; assurance of impact of interventions to ensure care is proportionate to need Comparison reporting with statistical neighbours and North West 	July 2020 Continued focus of Service Development Board and performance is an improving picture	AMBER/ GREEN
		<ul style="list-style-type: none"> Strong emphasis on keeping children out of specialist residential provision through effective care planning/ ongoing reduction in children being placed out of borough and on effective joint commissioning for children with complex needs 	<ul style="list-style-type: none"> Reporting on an improved trajectory at SLT 	Monthly Commissioning Meetings Quarterly Review	AMBER

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Strategic Leadership	6) Practice Driving Systems that strengthen a Performance Management Culture with Assurance that enables foresight, self-awareness and grip	<ul style="list-style-type: none"> Development of a Quality Assurance Framework which ensuring that practice is fully explored and analysed through routine oversight of work 	<ul style="list-style-type: none"> Review the Quality Assurance Framework and Practice Standards (Sept 2019) to ensure self-awareness, learning and practice consistency - schedule of performance. Improving picture in the last 6 months – continued focus 	October 2020	AMBER/GREEN
		<ul style="list-style-type: none"> Effective use of data and performance indicators to achieve a better understanding of practice; high challenge/high support to maintain and drive forward improvement Continue DCS facilitated practice improvement meetings Regular reviews of Service Development Board Terms of Reference (<i>last June 2020</i>) 	<ul style="list-style-type: none"> Improving picture - evidence is triangulated effectively to draw the right conclusions about performance and what need to happen next (SLT/CP board /Service Development Board) 	Monthly Service Development Board and Quarterly RIG Data, Annual Peer Review	AMBER/GREEN
		<ul style="list-style-type: none"> Schedule of planned thematic which are collaborative and multi-agency and respond to system and practice challenges that crafts a practice improvement story 	<ul style="list-style-type: none"> Focus on compliance and quality of good and outstanding practice Improved service compliance; increased audit activity Renewed training for SLT and Managers (auditors); Staff (audit participation) - <i>all complete</i> Report regarding % of increased Audit Activity and outcomes % 	June 2020 September 2020 Improving picture – continued focus of SDB particularly around embedding routine audit - report % audit activity and outcomes to SDB January 2020	AMBER
	7) Improved Educational Attainment for children with aspirations and opportunities for them to achieve their fulfil potential from pre -school to 18 and up to 25 for SEND	<ul style="list-style-type: none"> Improving outcomes in Early Years schools and settings – linked to the borough wide school improvement strategy 	<ul style="list-style-type: none"> Clear strategy of improvement as set out in the Education plan Improved Speech and Language skills in reception year, independence skills and confidence 	Termly	GREEN
		<ul style="list-style-type: none"> Ensuring the post 16 providers are included in the borough wide school improvement strategy 	<ul style="list-style-type: none"> Clear strategy of improvement as set out in the Education plan Increased range of opportunities for young people Increased contact between education and the world of work 	Termly	GREEN
		<ul style="list-style-type: none"> Ensure pupil place planning is driven by data and linked in with borough wide growth 	<ul style="list-style-type: none"> Sufficient school places Pupil Place Panning 3 year Strategy in place 	March 2021	AMBER

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		<ul style="list-style-type: none"> Ensuring the LA is secure in meeting the needs of our children <ul style="list-style-type: none"> Inclusion School safeguarding SEND 	<ul style="list-style-type: none"> Improved outcomes for all – attendance / attainment. School requiring additional support discussed and actions taken Children in our care will experience minimal disruption to their education and the educational and attainment of children in our care will improve as a result Re-introduce Section 175; auditing of school safeguarding practices and procedures 	March 2021	AMBER

7 Strategic Departmental Priorities

<p>1</p> <p>Early Help Children and young people getting a good start in life; Early Help and Support services that support delivery on a locality footprint to prevent escalation to statutory services and de-escalation as need reduces.</p>	<ul style="list-style-type: none"> Develop and implement an integrated/shared approach to the 2 year development check to support earlier identification and offer of support. Increase the take up of the 2-year-old offer. Increase the take up of Children's Centres targeted developmental and parenting support. Implement the DFE Early Years Professional Development Fund (EYPDF) using Speech and Language Champions to roll out training and support to the project area (East locality). Continue to develop and refine data sets to support a shared understanding of children's developmental journey and setting support requirement. Using learning from the Team Around the School/Setting (TAS) pilot, develop and implement a locality based offer of support for children within schools. Increase the number of CAFs completed in the agreed 28 day time frame to respond to emerging need and demand. Focused work with children's social care to ensure transparent collaborative working to ensure the right children receive the right support at the right time – reducing demand on statutory services. 	<ul style="list-style-type: none"> Development checks will use EYFS and ASQ frameworks and will be undertaken by health and/or SR team. More two year olds will be attending nursery. More children will be accessing support prior to going into nursery/at a younger age. Increased demand for Children Centre groups. Identified settings will have received training and support and will be implementing the EYPDF model Data sets will be available to support a borough narrative about the learning journey for children Pre School. Schools and setting have clear information about how and where to access support for their children and families in their local area. Increased access to the wider Early Help offer (Family Support Worker sessions/support, Afterschool groups, and parenting programmes) for school aged children and their families. Growth in the number of CAFs held by PVI nursery providers relating to wider social issues. Improvement in the quality of PVI provider CAF assessments. Improved timeliness and quality of CAF assessment that evidence a restorative approach relationship based delivery model with children families and partners (building on strong working relationships) Increase in the number of children in the Darwen area being supported by a CAF. 	<ul style="list-style-type: none"> Integrated/shared 2 year development check developed 	December 2020	AMBER
			<ul style="list-style-type: none"> Integrated/shared 2 year development check implemented 	March 2021	AMBER
			<p><i>Data Collection</i></p> <ul style="list-style-type: none"> Data return on numbers undertaken 2 year funding claims data Data against key deliverable for the EYPDF project Request for service and attendance data to demonstrate increases Data sets available to share with partners and support join action planning CAF score card <ul style="list-style-type: none"> Improving picture; data on the number of children and families benefitting from the wider service 	March 2021	AMBER
			<p><i>Quality Assurance</i></p> <ul style="list-style-type: none"> QA checks of developmental assessments which demonstrate integration and joint working CAF link Worker QA data set on initial and subsequent assessments by LP 	Monthly	GREEN
			<ul style="list-style-type: none"> School will feel confident and supported in offering Early Help to their children and families 	Bi-Monthly	AMBER
			<ul style="list-style-type: none"> Locality based offer of support for children within schools 	December 2020	GREEN
			<ul style="list-style-type: none"> Increase in No of CAFs completed within 28 days 	December 2020	AMBER

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	<ul style="list-style-type: none"> Target CAF improvement work to PVI early years setting focused on the quality of assessment and planning. Work with PVI settings to understand the impact of social issues and neglect on outcomes for children. Target Darwen locality as a specific area of CAF development for all settings, schools and services. Review and refine the CAF QA model and build further on the multiagency approach. Roll out ECAF to the wider partnership. <p><i>Early Help Team</i></p> <ul style="list-style-type: none"> Implement EPEC (Empowering Parents Empowering Communities) parenting programme in the Higher Croft area. Continue to develop the EHS teams use of restorative and relationship based approaches. 	<ul style="list-style-type: none"> Increased attendance at Step down CIN and Child protection planning. ECAF is in place for all partners providing a shared record of early help work. QA information is reported regularly with agreed action points and updates. EPEC programme is operational in Higher Croft. 	<ul style="list-style-type: none"> Refine CAF QA model; CAF QA report, updates shared, and subsequent audits demonstrate progress. 	October 2020	GREEN
			<ul style="list-style-type: none"> QA audits of Family Support work – through collaborative thematic audits and Practice Week 	October 2020	GREEN
			<ul style="list-style-type: none"> Improving picture of reduced demand for CIN and step down cases from Child protection 	Monthly	AMBER
			<ul style="list-style-type: none"> Continued focus on neglect and emerging need to prevent escalation 	March 2021	AMBER
			<ul style="list-style-type: none"> EPEC programme deliverable report; no of staff trained as co-ordinators (3) January -June 2021; number of Parent Groups Leaders trained (8) Sep-Dec 2020; 4 x EPCE programmes each with 8 – 10 parents (Covid dependent numbers) January to March 2021. 	March 2021	AMBER
			<ul style="list-style-type: none"> EYPDF deliverables: 4 x PVI staff completing the Train the Trainer programme (Mar – Jun 2021); roll out of training to trainer settings (Sep-Dec 2020); roll out to settings in East Locality (Jan – Mar 2021) 	March 2021	AMBER
			<ul style="list-style-type: none"> Improving picture; Number of partners using Graded Care Profile with key questioning at point of referral as regards use of Graded Care Profile tool to determine level of concern. To undertake a skills audit of partners trained in GCP and reach out to those not trained. 	March 2021	AMBER
<p>2</p> <p>Delivery Strengthened Operating Structure Delivering Quality and Consistency of Practice</p>	<p>NEGLECT: to feature in all areas of practice</p> <p><i>How to achieve:</i></p> <ul style="list-style-type: none"> Understand the impact of Neglect and the prevalence within the borough Contribute to making an impact on the reduction of child poverty and improved social mobility for families Embed a multiagency approach to Neglect and understanding of the strategy and action plan that will include a national and regional response Early recognition of neglect with an effective response to neglect and embody impact of neglect within our induction of staff Ensure staff are trained as regards the full impact of neglect and that the Graded Care Profile training is regularly rolled out Improve engagement of partners in neglect and graded care profile training Neglect action plan reviewed and developed on a quarterly basis Raise awareness of neglect issues through nominated neglect champions 	<p><i>Continue progress already made in the following:</i></p> <ul style="list-style-type: none"> Reduction in inappropriate referrals; improved identification and support Referrals to recognise and evidence the impact of neglect Assessments, analysis and plans across the CONR continue to be explicit in the impact that neglect has upon the lived experience of the child Clearer identification, through case tracking and driving plans Enter the child's world; seeing, observing, engaging, talking, activities, consistency of care, attachment and professional curiosity Drive forward a well understood multi-agency response to neglect to ensure a robust offer both internally and from partners 	<ul style="list-style-type: none"> No of ICPCs where Graded Care Profiles are completed prior to conference when neglect is an area of focus. 	January 2021	AMBER
			<ul style="list-style-type: none"> Implementation of Neglect Champions Meetings six weekly with key partners to address the impact of the strategic action plan. 	October 2020	AMBER
			<ul style="list-style-type: none"> Improving consistency with evidence of findings from audit activity influencing learning and practice improvement (Practice Weeks and Thematic Audits). Focused re-audit and tracking of children causing concern to ensure the progression/impact on the child (Audit plan); Re-audit cases where practice was not of the standard expected. 	January 2021	AMBER
			<ul style="list-style-type: none"> Evidence of early identification of neglect through referral process. This is an improving picture. 	Bi-monthly monitoring	AMBER

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			<ul style="list-style-type: none"> Evidence of good multi-agency planning to reduce risk and meet needs. This is an improving picture. 	Bi-monthly monitoring	AMBER
			<ul style="list-style-type: none"> All staff to attend multi-agency neglect training 	September 2020 & October 2020	GREEN
	<p>QUALITY OF ASSESSMENTS AND DRIVING PLANS: to ensure both compliance and quality of assessments support the plans for every child according to level of need.</p> <p><i>How to achieve:</i></p> <ul style="list-style-type: none"> Caseload management tool to drive forward timeliness of assessments with the focus being on compliance and quality of assessment and decision making. Ensure there is robust supervision management oversight to reflect the quality of casework and progression of plans – high support/high challenge is focused and triangulated into care plan for children and young people. Ensure staff appraisals capture learning and development needs as part of CPD and this is communicated to the practice development service. Ensure case summaries, chronologies and genograms are used as direct work tools with families that captures timelines, patterns and emerging themes that impact on interventions and better outcomes. Analyse what re-referral rates tell us. Legal Gateway Panel to ensure consistent application of decision making and high challenge and high support to ensure interventions are proportionate to need and risk. Promote and embed QA framework effectively and collaboratively to drive forward development and improvement of practice building on 'good' practice and understanding 'why' it is good; closing the loop activity where there is learning and improvement required. 	<ul style="list-style-type: none"> Timeliness of assessments (Performance Data (Chat) evidences that timeliness has improved from 61% to 90% in the last 12 months) Strengthened Management team to drive forward relationship based supervision and strong evidence of oversight and decision making to improve practice Continue to move away from a case management model to a relationship based model of systemic social work – working directly with children and young people Continue to monitor re-referral rates which are around the regional average (Aug 2020). In Line with QAF, embed learning circles into practice with learning captured Continue to strengthen the Family Group Conference offer which forms part of the initial management oversight direction for all cases transferring to RAST for assessment Continue to build on the effectiveness of the Legal Gateway Panel to reduce the number of ICOs (<i>ICOs - 114 in June 2019 – 61 in January 2021</i>) 	<ul style="list-style-type: none"> Continue the significant improvement made in timeliness of assessments – continued focus on quality and consistency of practice using weekly caseload data and monthly and quarterly performance reporting. 	Monthly monitoring	AMBER
			<ul style="list-style-type: none"> Continue to make improvements in the quality and consistency of practice - evidenced in Practice Weeks and thematic audits; Managers trained as part of our commitment to systemic leadership - continued focus reporting to SLT and Service Development Board. 	Monthly monitoring	AMBER
			<ul style="list-style-type: none"> NAAS accreditation programme to be developed and implemented as part of CPD. 	March 2021	RED
			<ul style="list-style-type: none"> Series of systemic training for practitioners, supervisors and leaders. This training will evidence relationship based practice as part of the establishing practice model. 	March 2021	AMBER
			<ul style="list-style-type: none"> Ongoing focus at SLT via data performance and CHAT – outcomes around number of children subject to CIN and CP; caseload data. This is an improving picture in the right direction. 	Monthly	AMBER
			<ul style="list-style-type: none"> Legal Gateway embedded for 12 months with an improving picture of consistency and driving forward care planning to achieve permanence. Gradually reducing the number of interim care orders; Evaluation of learning and improvements presented to Service Development Board with a widening of the LGP agenda from January 2021. 	January 2021	AMBER
			<ul style="list-style-type: none"> Learning circles and collaborative QA outcomes will be shared at Service Development Board to close the loop and support best practice. 	Monthly	AMBER
			<p>WORKLOAD MANAGEMENT: ensure there is a drive towards the reduction of caseloads, strong focus on the right children at the right time with the right response, and stability in the workforce.</p>	<p><i>Continue progress:</i></p> <ul style="list-style-type: none"> Reduced referrals 	<ul style="list-style-type: none"> CADS external review at 52 weeks indicated a 33% reduction in referrals being generated and a key increase in the number of telephone contacts as opposed to email. The front door is

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	<p><i>How to achieve:</i></p> <ul style="list-style-type: none"> - Employ a number of agency staff at different levels as an interim measure. - Freeze on staff movement internally to new posts until 01/09/2020 to support smooth transition. - Develop a career structure which recognises experience and offers options for those staff who wish to remain as practitioners being rewarded appropriately. - Further upskill workforce in systemic and relationship based social work as a strength based model. - Manage demand appropriately at the front door and have the right work sitting in the right part of the service for the right length of time. - Ensure recruitment remains proactive with imaginative campaigns – particularly during Covid-19 restrictions. - Use the annual health check/sickness stats to develop a response to our workforce. - Listen to staff within team briefs and use their views to support how we recruit. - 'Grow our own' social work workforce as well as recruiting externally. - To take learning from Covid-19 and ensure we embrace new ways of working which have worked well during this period. 	<ul style="list-style-type: none"> o The implementation of the Children's Advice and Duty Service (CADS) has seen a 33% reduction in the number of referrals generated o Reduction in referrals has led to less work in the system which supports workload management. • Strong management oversight is ongoing across the service leading to the right children receiving the right level of intervention for the right length of time. • 400 less open cases within the safeguarding teams compared with Aug 2019. • Work towards reducing caseloads for ASYE staff to 15 and 22 for qualified social workers • Continue systemic training - staff are embracing the opportunity with increasing evidence of relational social work being undertaken from practice week learning circles and presentation at legal gateway panel to name two examples. • Social Work appointments from external sources has led to less backfill and brought new enthusiasm/ideas into the service. • Key messages from the annual health check have informed the baseline as regards how we are doing. • Continue to invest in frontline/SW apprenticeships/traditional SW student placements. • Agile working introduced Jan 2020 and extended during Covid-19 – will take forward best practice. 	no longer generating work which immobilises the workforce's capacity to support the most needy children and families.		
			<ul style="list-style-type: none"> • An increase in external appointments secured – 2 agency staff members have become BwD employees during Q1&Q2 	Fortnightly workforce Management Meetings Weekly Social Work Caseload report	AMBER
			<ul style="list-style-type: none"> • Effective recruitment strategy in place to ensure vacancies are filled, including maternity leave cover 	Quarterly	AMBER
			<ul style="list-style-type: none"> • Annual health check to offer a baseline for staff morale and the BwD offer which will be used to inform future recruitment. The SWORD health check for social workers indicates a positive workforce who feel supported with no indication of feeling overwhelmed. 	November 2020	AMBER
			<ul style="list-style-type: none"> • CADS weekly data analysis to the Service Development Board quarterly. 	January 2021 and quarterly thereafter	GREEN
			<ul style="list-style-type: none"> • Participants in Frontline and SW apprenticeships/students who remain within BwD for their ASYE year and beyond will tell a positive story. HR to provide a monthly dashboard to workforce strategy meetings to indicate turnover of staff/retention of staff/sickness/career progression. 	Monthly updates from HR at workforce strategy meeting	GREEN
			<ul style="list-style-type: none"> • An analysis of what has worked well during Covid-19 and what we won't return to – this is being formalised. 	March 2021 to report on impact of Covid for workforce	GREEN
3	<p>CONTEXTUAL SAFEGUARDING: Develop an Adolescent Framework - multi-agency offer for need and vulnerability, contextual and complex safeguarding; wider prevention offer working alongside key partners.</p> <p><i>How to achieve:</i></p> <ul style="list-style-type: none"> • Establish an effective Adolescent Panel consisting of key partners. • Maintain the capacity of the Engage team to support the CSE, CCE and wider exploitation agenda. 	<p><i>In place/continue to progress:</i></p> <ul style="list-style-type: none"> • Service Plans developed with key service delivery priorities and actions that are focused on improving lives and experiences for vulnerable children and young people • Adolescent Panel (TOR developed and shared across the service and panel) and Adolescent Hub established • Timely return home interviews; Strong focus on improving timeliness and quality and impact – particular focus on repeat missing were return visits are refused. 	<ul style="list-style-type: none"> • QA of Adolescent Panel membership and contributions from partners 	January 2021	AMBER
			<ul style="list-style-type: none"> • QA of Adolescent panel work/process 	March 2021	GREEN
			<ul style="list-style-type: none"> • Monitor (and Track) the number of children who have been referred as high risk due to contextual safeguarding, who after intervention risks have been reduced – Audit activity – Practice Week November 2020. 	March 2021	AMBER
			<ul style="list-style-type: none"> • Monitor the number of potential victims (young people) referred to the National Referral Mechanism and compare with the national trends and number of referrals around child 	March 2021	AMBER

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the future to help themselves and each other succeed.	<ul style="list-style-type: none"> Embed a clear process of accountability with CSC for wider contextual safeguarding agenda. Develop a process with social work teams, partners and wider professionals to ensure the right children have clear pathways to Adolescent Support Services. Strengthen partnerships to deliver multi-agency support; Develop a multi-agency (Adolescent Hub, Adolescent panel, MACSE, YJS, CSAP, SYA, Engage). Offer a programme of support through TYS, SEEDS & Engage with bespoke intervention at key times in the young person's life. <p>IMPROVING and SHAPING PRACTICE: <i>How to achieve:</i></p> <ul style="list-style-type: none"> Embed awareness and practice development around contextual and complex safeguarding for council staff and workforce of relevant partner agencies. Systemic and relationship and Trauma based model of delivery to be developed and embedded. 	<ul style="list-style-type: none"> Direct work is undertaken with all children /YP following a relationship based approach. The impact of this is evidenced through the child / young people's voice, case supervision and review of the child/ young person's plan, case audits, number of step-downs. Working collaboratively with key partners and social work teams is key in supporting the child / young person and their families. Contextual safeguarding is a whole system approach in which public sector and community partnerships are crucial for sustainability as when the children / young people exit services the work will need to continue within the community with support from key partners. Relationship based practice and trauma based approach is at the heart of the intervention in supporting positive and effective change for the child/ young person. The BwD contextual safeguarding operational group reports to the Strategic Contextual Safeguarding Board and the CSAP, informing the strategic boards of operational issues / performance and highlights good practice and areas for development. There is a clear line of accountability to the Strategic Board and the CSAP Executive. <p>To develop/introduce:</p> <ul style="list-style-type: none"> Development of a performance and data reporting mechanism – Adolescent performance dashboard Direct pathway for help and support & reduced delay for access to ensure young people get timely interventions to meet need and high levels of vulnerability. Appropriate referrals to ensure the right response at the right time that is proportionate to need and vulnerability. Staff trained with the right skills set to ensure consistently working in a relationship based way to demonstrate impact and reduce risk and vulnerability to ensure young people and their families are protected / safeguarded. 	criminal exploitation – quarterly audit of referrals to SPOC		
			<ul style="list-style-type: none"> Contextual Safeguarding training provided to BWD Children's workforce (Council and Partners) –In line with the Pan Lancs Contextual Safeguarding Strategic Board. 	Achieved	GREEN
			<ul style="list-style-type: none"> All staff within the Engage team and Youth Justice have trauma based training and are attuned to the impact upon the child / young person 	January 2021	AMBER
			<ul style="list-style-type: none"> Audit activity to be increased across the service area. <i>Progress: There is evidence of increased audit activity; initially assessed as RI to good outcomes for young people; continued focus of driving forward improvement; reporting to DCS and Service Development Board and the Strategic Contextual Safeguarding Board</i> 	Monthly	AMBER
			<ul style="list-style-type: none"> Dip sample case file audits to be undertaken quarterly - the first session being December 2020. 	December 2020 Achieved	GREEN
			<ul style="list-style-type: none"> Panel audits to be undertaken in Practice Week May 2020 	Achieved	GREEN
			<ul style="list-style-type: none"> Themed collaborative audits to be undertaken in Practice Week November 2020. 	November 2020 Achieved	GREEN
			<ul style="list-style-type: none"> All YPS (TYS) staff to be trained on Protocol, and staff names to be added Protocol so they can be selected as professionals in Involvements. Plan to be developed on regular sharing of TYS action plans and monthly intervention logs (similar to case notes on Protocol). 	February 2021	GREEN
4	CORPORATE PARENTING: To be ambitious corporate parents for our cared for children & care leavers, so that they achieve their potential in every aspect of	<ul style="list-style-type: none"> Improved outcomes and experience for C&YP in care. 	Data Monitoring <ul style="list-style-type: none"> Education achievement & attainment data Special Guardianship data 	March 2021	AMBER

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Ambitious Corporate Parents Achieving and Aspiring - Innovative approaches for 'children in our care'.	their care, wellbeing, learning & future independence. <i>How to achieve:</i> <ul style="list-style-type: none"> Strengthen the work of the multiagency Corporate Parenting Executive Board and raise awareness of need within the council and across wider partnerships Further develop placement sufficiency Develop a Leaving Care Strategy, which reflects the wishes of care leavers and outlines the offer for care leaver's post 18 Refresh the Corporate Parenting Strategy to reflect the wishes and feelings of children in Support placement stability by developing the Revive Service to support emotional and mental health, by developing wrap around support for foster carers, children in care and care leavers Review special guardianship 	<ul style="list-style-type: none"> Board members understand their role as corporate parents and promote the interests of children in care and care leavers. Higher proportion of children in care for more than 2.5 years are in the same placement for 2 years or more and fewer cared for children have 3 or more placements. Care leavers are all in suitable accommodation Higher proportion of 18 to 21 year old care leavers are in EET. Greater placement choice. Spend on commissioned placements will reduce without compromising on the quality of placements. Complex Cases Panel will be in place. More children achieve permanence through special guardianship. Joint Steering group is being developed to take forward the actions of a joint audit with Health. Children and young people have their voices heard through relationship based practice and care planning. QA activity and review to identify areas of focus and improvement. 	<ul style="list-style-type: none"> Placement stability performance measures – Areas of continued focus and review 	March 2021	GREEN
			<ul style="list-style-type: none"> Placement stability for 3 or more moves – more settled few months 	November 2020	GREEN
			<ul style="list-style-type: none"> Children at home on Care Orders to be reviewed and plan presented to Service Development Board. 	Achieved	AMBER
			<ul style="list-style-type: none"> Care leaver EET data monitoring to improve their outcomes and experiences 	Monthly	AMBER
			<ul style="list-style-type: none"> LAC review quality assurance, actions and outcomes - improving picture 	March 2021	AMBER
			<ul style="list-style-type: none"> All children in care have a life story book and later life letter recorded on Protocol 	March 2021	AMBER
			<ul style="list-style-type: none"> Investor in children award accreditation reports 	March 2021	AMBER
			<ul style="list-style-type: none"> Excellent Feedback from children in care and care leavers, foster carers and birth parents and events 	March 2021	GREEN
			<ul style="list-style-type: none"> OOB placement will remain an area of ongoing focus Service Development Board/SLT/Corporate Parenting Board 	March 2021	AMBER
			<ul style="list-style-type: none"> IHA processes, timeliness of medicals, SDQs and involvement of Revive in care plans – reporting to Corporate Parenting Executive Board 	December 2020	AMBER
			<ul style="list-style-type: none"> Improved local offer for Care Leavers 	December 2020	AMBER
			<ul style="list-style-type: none"> Increase percentage of children in foster placements – currently 66% 	March 2021	RED
			5 Commissioning Providing the best possible placements where children and young people can thrive.	<ul style="list-style-type: none"> Continue to work collaboratively with BBCL to bid for Stage 2 DFE SEED funding to develop proposals that came from the 2020 feasibility study to improve fostering sufficiency. This will include the potential development of a sub-regional fostering framework, the development of exchange days across BBCL and a digital marketing and recruitment exercise in partnership with UCLAN. To work collaboratively with colleagues in health across the ICP footprint to jointly commission suitable placements for children 	<ul style="list-style-type: none"> We will develop an IFA framework that ensures that more children are in placements closer to home – local placements for local children. We will work alongside BBCL and the IFA's to consider how to recruit, support and develop foster carers who have the skills and confidence to provide placements for 'hard to place children', namely, older children, children presenting complex needs and behaviours, Remand and PACE carers, parent / child carers. We will develop systems and processes that support the identification of suitable placements
<ul style="list-style-type: none"> Increase in number of children and young people in placements with skilled and well supported foster carers either through IFA or in house fostering service – <i>evidenced through placement stability section of Corporate Parenting dashboard</i> 	March 2021	GREEN			
<ul style="list-style-type: none"> Access to step-down placements for children in residential (<i>SEED funding objective</i>) 	March 2021	AMBER			

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	and young people with complex needs. This will involve refreshing the complex cases panel and strengthening arrangements for identifying, quality assuring and monitoring placements for children and young people with mental health, learning and physical disabilities and autism. - Relocate the commissioning of independent fostering agency placements to sit within the commissioning team to build on good practice and ensure value for money. - Outcomes and Impact monitored via the 0-25 Joint Commissioning Group/Funding & Commissioning Panel.	between CSC, health and social care for children with a range of complex needs. • We will work with the CCG to redevelop the complex cases panel to establish joint funding for placements for children with EHCP's and have complex needs (Nov 2020). • We will develop a process for quality assuring and monitoring placements and for negotiating placement costs (Nov 2020).	<ul style="list-style-type: none"> Children requiring therapeutic placements will be in suitable provision matched to their needs (Panel) Placement costs will be shared between CSC, Health and Education. 	November 2020	RED
				November 2020	AMBER
6	STAFF RETENTION & STRENGTHENING THE WORKFORCE: <i>How to achieve:</i> <ul style="list-style-type: none"> Assess the Health of the workforce Develop our service focus on systemic relationship based practice and a strength based and restorative approach - <i>the ability to make a difference.</i> Embed a systemic and relationship based, leadership, management and social work approaches across all services. Increased opportunities for reflection, Group Supervisions and learning circles to be implemented across social work teams to promote the sharing of good practice and understanding why it is good and what more do we need to do. Comprehensive workforce strategy; training and development opportunities, renewed supervision policy and appraisals that is high support high challenge restorative and relationship based for reflection and learning. Rewards and incentives offer. Effective Workload Management (managing workloads and vacancies) and case allocation to ensure care planning is robust; the right children get the help at the right time proportionate to need. Effective Service delivery (effective feedback mechanisms, exit interviews, complaints, health check, positive outcomes and learning 	<ul style="list-style-type: none"> Healthy and positive working culture where staff are highly motivated – a learning culture inspiring 'trust and confidence' across the workforce. Workforce embedding systemic models of working with families and not too reducing a case management approach to practice. Systemic Steering Group to be formed (August 2020). Strong evidence of relationship based practice within case work that support collaborative ways of working and is strength based and solution focused. Developments for progression for those who have completed systemic training to further develop skills – virtual groups delivered by CfSSW. The Workforce Development Strategy is due to be renewed September 2020. SW recruitment week with live calls from public interested in becoming social care or social workers, website updated. Stable and experienced workforce with low turnover rates and reduced agency staff; quality of practice, staff wellbeing & performance. Learning organisation that is reflective and learning is triangulated into improving outcomes Evidence of children's voice of their experiences and wishes and feelings being incorporated. 	<ul style="list-style-type: none"> Research in Practice SWORD health check to support the healthiness and culture of service. Numbers of social workers and managers who have completed the systemic social work training including evaluation of practice and outcomes for children and families. Evaluation to take place after the first cohort have completed the course. Further DFE part funding secured. Robust ASYE programme supported by PDW's to increase skills and confidence of Newly Qualified SWs. Introduction of 7-Minute Briefings to deliver findings of learning and sharing good practice – monitored by SLT. Increased reporting of training including level of engagement including evaluation and impact. Evaluations used to inform future delivery. Increased interest in BwD posts, attracting experienced workers, as well as ASYEs (SLT and Workforce Strategy Group). Continued focus on collaboration to achieve better outcomes and care planning proportionate to need and vulnerability. Experienced and stable workforce; reduced staff turnover%; improving picture of reduced sickness. Frontline cohort to commence September NAAS project implementation (Rolling programme). 	November 2020	GREEN
				October 2020	GREEN
				September 2020	GREEN
				March 2021	GREEN
				December 2020	AMBER
				December 2020	GREEN
				March 2021	AMBER
				March 2021	AMBER
				September 2020	GREEN
				February 2021	AMBER

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	<p>from experiences that have not gone so well) to support and shape practice learning and improvement.</p> <ul style="list-style-type: none"> Supporting social workers and managers to develop skills and confidence using creative approaches to share learning; communicating what works well and why. Members of Frontline, First line and NAAS- to support development of staff. Comprehensive social work induction offer with staff to ensure it is focused in collaboration, communication with all social work teams. 		<ul style="list-style-type: none"> Evidence of an improving picture of relationship based practice New staff will have a comprehensive induction programme ensuring knowledge of all aspects of work across the service. 	<p>March 2021</p> <p>March 2021</p>	<p>AMBER</p> <p>GREEN</p>
<p>7</p> <p>Assurance Practice Driving Systems; that enables foresight, self-awareness, Improvement and Reduce Demand</p>	<p>QUALITY ASSURANCE: Quality assurance which underpins a cycle of learning and practice development through embedding strength based approaches including systemic practice. <i>How to achieve:</i></p> <ul style="list-style-type: none"> QAF to reflect the programme of routine and thematic audits to promote cycle of learning and practice improvement. Strategic oversight; Strengthen the findings and analysis of QA activity by drawing the right conclusions about performance and improvement; identify good practice, areas for practice improvement and areas of learning and professional development - triangulation of planning and learning by using different methods (e.g. small T&F to fix things quickly from emerging learning 	<ul style="list-style-type: none"> Accessible and easy to read framework to drive forward quality of practice and help staff to understand their part in it. Evidence of improved quality of practice; closing the loop activity understood and consistency of practice established. Decision making impacting on planning and improved outcomes for Children and young people. Understand what has made the difference QAF; Improved audit activity to embed a collaborative approach and shared learning across the department Outcome plans will have strategic oversight (practice panel/moderation to ensure writing up, following up, reflection and action planning - 'double loop learning' Focused Practice Improvement meetings offering high challenge and high support with process of accountability on progress. Practice weeks and thematic and routine audits are embedded into service culture – Managers and senior leaders to revisit to ensure travel of direction is checked out regularly Senior Leadership Assurance: Managers and Staff will demonstrate a good understanding of what good quality practice within their service areas across the department; implementing practice standards - understand performance /audit/ development improvement work as part of their role within the service Strengthen the role of the IROs and Conference chairs within the QA activity programme 	<ul style="list-style-type: none"> QA development and improvement activity linking into plans and reporting to Service Development Board (monthly) and SLT (fortnightly); Quarterly reports on QA activity and formal challenge. 	<p>March 2021</p>	<p>AMBER</p>
			<ul style="list-style-type: none"> Reviewed QA Framework 	<p>October 2020</p>	<p>AMBER</p>
			<ul style="list-style-type: none"> Refreshed audit training workshops in line with QAF; separate training for social workers and auditors to reinforce and develop thinking of good practice; QA being a learning tool (June to September roll out). 	<p>Achieved</p>	<p>GREEN</p>
			<ul style="list-style-type: none"> Pilot of collaborative audit tool in Practice Week July 2020. 	<p>Achieved</p>	<p>GREEN</p>
			<ul style="list-style-type: none"> QA schedule and findings report; evaluation of plans and progress to present to Service Development Board - quarterly 	<p>November 2020</p>	<p>GREEN</p>
			<ul style="list-style-type: none"> Practice development findings and learning opportunities for all staff; Evaluation report to Service Development Board. 	<p>November 2020</p>	<p>GREEN</p>
			<ul style="list-style-type: none"> Quarterly report on the impact of IRO and quality improvement practice. 	<p>October 2020</p>	<p>GREEN</p>

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	<p>PERFORMANCE & INFORMATION GOVERNANCE: review accessibility of performance data and monitor compliance with legal requirements in relation to information governance.</p> <p><i>How to achieve:</i></p> <ul style="list-style-type: none"> - Continue to develop the performance framework and review reporting software options with the view to creating a suite of self-serve reports and interactive dashboards. - Compliance with legal requirements in relation to information governance. 	<ul style="list-style-type: none"> • Self-serve report and dashboard functions utilised. • Fewer data protection breaches • SARS/FOIs on time • Practice/service improvement through use of performance data 	<ul style="list-style-type: none"> • SARS quarterly reporting meeting – 1 month deadline (3 months if complex). • Progress against Cheshire West and Chester Data Action Plan. 	December 2020	RED
				March 2021	N/A

Operational plans underpinning the Strategic Leadership & Departmental Priorities

Operational/Service Plan	Connected Priority	Plan Lead	Link to plan
Children in Our Care Plan	Departmental Priority 5	Alyson Hanson, Head of Permanence	Children in Our Care (CIOC) Service Plan 2020-21.pdf
Fostering & Permanence Plan	Leadership Priority 5 Departmental Priority 4,5	Alyson Hanson, Head of Permanence	Fostering Service Plan 2020-21.pdf
Early Help & Support Development Plan	Strategic Priority 7 Departmental Priority 1	Joanne Stewart, Head of Early Help & Support	Early Help & Support Service Plan 2020-21.pdf
Youth Justice Strategic Plan	Departmental Priority 3	Imran Akuji, Head of Adolescents, Partnerships & Performance	Youth Justice Service (YJS) Strategic Plan 2018-21.pdf
Young Peoples Services Service Plan	Departmental Priority 3	Imran Akuji, Head of Adolescents, Partnerships & Performance	Young People's Service (YPS) Service Plan 2020-22.pdf
SEEDS Service Plan	Leadership Priority 4 Departmental Priority 3	Imran Akuji, Head of Adolescents, Partnerships & Performance	The SEEDS (ASU) Service Plan 2019-21.pdf
Engage Service Plan	Leadership Priority 4 Departmental Priority 3	Imran Akuji, Head of Adolescents, Partnerships & Performance	Engage Service Plan 2019-21.pdf
Education Plan	Leadership Priority 7	Jo Siddle, Head of Education	TBC
Practice Development Worker Plan	Leadership Priority 3 Departmental Priority 7	Sandra Jackson, Principal Social Worker	Practice Development Team Service Plan 2020-21.pdf
Review & Quality Service Plan	Leadership Priority 3 Departmental Priority 7	Sarah Bateman, Service Lead, Review & Quality	Review & Quality Business Plan 2020-21.pdf
CADS, Assessment & Safeguarding	Leadership Priority 3,4 Departmental Priority 2,6	Janette Clarke – Strategic Head of Social Work	CADS, Assessment & Safeguarding Service Plan 2020-21.pdf