

**Wirral Children and Young People's
Improvement Plan
2017-2019**

Happy, Safe, Achieving: Only the best for our Children

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1. Introduction

In September 2016, Wirral Council was issued with a 'Notice to Improve' from Government following the Ofsted inspection of the local authority's services for children in need of help and protection; children looked after and care leavers and a review of the effectiveness of the local safeguarding children board in July 2016. In response, an Improvement Board was created, an independent Improvement Board Chair appointed and an Improvement Plan to deliver the required changes produced.

The Ofsted inspection report, which was published in September 2016, identified actions that would need to be in place in order to allow the process of improvement to begin. The initial focus and effort was very much about securing the right conditions for improvement. For example co-locating a dedicated Human Resources team within the department to strengthen the ability to recruit staff and appoint permanent senior managers. These changes were critical to ensure that any direct service and practice improvement was sustained and embedded within a robust system of operation and support.

The Wirral Local Safeguarding Children's Board also embarked on a vigorous programme of change in response to the inspection findings which has saw significant strengthening of its governance, performance monitoring framework and improved delivery of quality assurance by partner organisations.

The next stage of the Wirral improvement journey will major on the delivery of services to children and young people with a clear understanding of the challenges that need to be addressed and crafted in a realistic programme of necessary transformation for the local authority and its partners delivered.

Our new, refreshed, Wirral Improvement Plan will take us into the next phase of improvement - consolidating our progress, strengthening practice and embedding our improvement to deliver our vision:

Happy, Safe, Achieving: Only the best for our Children

We look forward to a successful journey of working together to achieve this.

Eric Robinson
Chief Executive



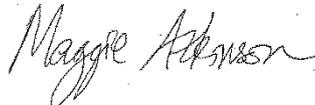
Cllr Bernie Mooney
Lead Member for Children and Families



Deborah Gornik
Acting Director of Children's Services



Maggie Atkinson
Chair of Wirral Safeguarding Children Board



2. Wirral Improvement Plan: September 2016 – August 2017

The first Wirral Improvement Plan was developed in September 2016 and was very much a live document as the learning and findings from delivery were included in an updated plan every three months. Monitoring of the plan and challenging progress was undertaken at the monthly meeting of the Wirral Improvement Board.

The Ofsted Inspection report contained 19 recommendations for the local authority and 7 recommendations for the Local Safeguarding Children Board for immediate three and six month actions which guided the content and focus of the plan. Work has been ongoing to 'fix' these areas.

Many actions have been taken to create the conditions and environment to support change and included recruiting staff, improving practice and developing a shared vision. Whilst it is possible to evidence action against all the recommendations, the process of improvement cannot be considered complete until the actions are clearly embedded and delivering improved outcomes, evidenced through day to day practice, systematic implementation and confirmed through audit. The ultimate test will be to consider the impact these actions are having on the day to day lived experience of children and families and their outcomes.

Although it is too early to measure the sustained impact against actions that have been delivered, there is some clear evidence of success since the Ofsted inspection, such as an induction programme that has been launched for social workers, practice standards for managers and the next steps are to develop the programme for the Children and Young People Department and the partnership.

The following bullet points provide key examples of the progress made against the 19 Ofsted recommendations:

- **Social work practice standards issued to ensure staff are clear on what is required in producing quality assessments and plans**
- **The volume and quality of strategy meetings taken place has significantly increased**
- **The newly launched Care Leavers Service is providing a much improved service, with all care leavers known to the service, clear examples of creative ways to engage young people, and all young people have a pathway plan**
- **The out of hour's duty service now has robust access to children's records**
- **A fundamental review of the care leaving service has been undertaken**
- **There is a shared and common understanding across partners of thresholds for interventions and the function of the Integrated Front Door**
- **A robust Quality Assurance Framework has been implemented**
- **A practice model 'Supporting Families Enhancing Futures' has been launched jointly between the Council and partners**

A full assessment of progress against the Ofsted recommendations is provided in [Appendix One](#). The next phase of the Wirral improvement journey will focus on impact and outcome and seek to improve practice beyond the Ofsted recommendations. Implementing a new performance management framework and quality assurance process will ensure that improvements are measured and sustained.

3. Wirral Improvement Plan: Improvement and Transformation Principles

It is important that the refreshed Wirral Improvement Plan is guided by a number of overarching principles that capture the ambition of our improvement and transformation journey, and that all partner organisations can sign up to. These are:

- **Children, young people and families are at the heart of everything we do.**

The Wirral Improvement Board is committed to promoting opportunities to engage children and young people in decision-making processes and to put them at the heart of this and give them as much influence as possible. A helpful profile of Wirral's children and young people is shown on the following page.

- **Equality for all children, young people and their families.**

Some groups of children and young people are more vulnerable to poor outcomes and this plan is particularly concerned with responding more effectively to their needs. Our plan will ensure that support, help and advice is available to all regardless of circumstance

- **Partnership working, joint commissioning and investment is central to our improvement**

All partners have confirmed their commitment to partnership working. The process of joint planning and commissioning enables partners to build services around the needs of children and young people, and deliver out comes effectively and efficiently.

- **Embedding prevention and early help will sustain improvement**

It is recognised both nationally and locally that the costs of intervention escalate in proportion to need. There are considerable social and financial benefits in working differently, intervening earlier and reducing dependency on more acute and specialist services whenever possible. Early help is a key priority both for implementing this plan but also in delivering a fair and equitable system that improves outcomes.

These improvement and transformation principles will be tested at every level of service planning and delivery to improve outcomes for children and young people in Wirral.

If Wirral had 100 children

49

WOULD BE GIRLS



20

WOULD BE LIVING IN FAMILIES IN RECEIPT OF

CHILD TAX CREDIT

or

UNIVERSAL CREDIT



93

WOULD BE WHITE BRITISH



7

WOULD BE FROM ETHNIC MINORITIES



1 OR 2 WOULD SPEAK ENGLISH AS AN ADDITIONAL LANGUAGE



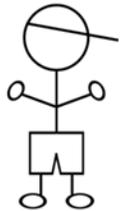
22

WOULD BE LIVING AT OR BELOW THE POVERTY LINE



19

WOULD LIVE IN LONE PARENT FAMILIES



51

WOULD BE BOYS

14

WOULD HAVE A SPECIAL EDUCATIONAL NEED

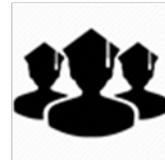
2

OF WHOM WOULD HAVE AN EDUCATION, HEALTH AND CARE PLAN, MOST PROBABLY FOR MODERATE LEARNING DIFFICULTY



75

WOULD ACHIEVE A GOOD LEVEL OF DEVELOPMENT AT AGE 5



9

WOULD NOT BE IN EDUCATION, EMPLOYMENT OR TRAINING



3

WOULD HAVE BEEN ALLOCATED A SOCIAL WORKER

1

WOULD HAVE A TEAM AROUND THE FAMILY PLAN

1

WOULD BE IN CARE

FEWER THAN 1 WOULD BE SUBJECT TO A CHILD PROTECTION PLAN



1

WOULD GET INTO ENOUGH TROUBLE TO BE REFERRED TO THE YOUTH OFFENDING TEAM



4.0 Wirral’s Refreshed Improvement Plan: 2017-2017

Following a joint workshop with members of the Wirral Improvement Board, Local Safeguarding Children’s Board and Elected Members, work began on sharpening the focus of what ‘good’ looks like for children and young people in Wirral, using the Continuum of Need. As a result the following thematic priorities were identified.

1. **Provide the right service at the right time**
2. **Protect the most vulnerable and ensure they succeed**
3. **Provide care and support for our children**
4. **Promote strong leadership, management & governance**
5. **Celebrate working together as partners**

These themes provide the framework for action planning and monitoring for the next phase of the improvement journey. The following section sets out why each of these themes is a priority for Wirral, what the success criteria are, and how will we measure progress and impact. A detailed action plan underpins each theme, building on the improvements made to date. An updated performance management framework will enable the Wirral Improvement Board to hold partners to account for delivering sustained improvement. The diagram below explains this framework:

Improvement Action Plan and Performance Framework



The Children and Young People’s Reference Group was asked for their views on the improvements made to date, and their input to shaping the updated Improvement Plan. As a result, the group will produce their own version of the Improvement Plan targeted at children and young people.

THEME 1: Provide the right service at the right time

Why this is a priority for Wirral:

All children access services, such as maternity and health visiting, school and youth services. These services are well placed to recognise and respond when extra support may be necessary. However, these services need to be more joined-up, localised, and easier and quicker for children and young people to access. Too many cases which are open to Children's Social Care close without stepping down into Early Help. The average rate of step downs in 2015-16 was 6.8% when previous analysis suggests 22-25% of cases should 'step down'. Children who have additional or complex needs may require targeted support from a range of services provided by statutory, voluntary and private sector organisations. Evidence shows that too many children are referred to statutory services when their needs could have been met earlier through targeted interventions. **Our aim is to work together with partners to identify problems earlier, ensure services support children with Special Educational Needs and Disability, and work assertively with families help create resilience.**

Ensuring the right services are delivered relies on joint planning, delivery and investment by partners. The partnership has set out clear thresholds of need so that levels of risk are understood and consistently applied across partner organisations. A shared model of practice "**Supporting Families, Enhancing Futures**" will be implemented to ensure children and young people receive the right help. Young people tell us they do not always know where to get help, or have practical barriers to accessing services such as travel costs, they may have to ask for help more than once, or have to repeat their story. By listening to families and children, focussing on their individual stated needs the right services will be offered which respond to their needs at the right time.

What are the success criteria to deliver the required improvement?

1. Children receive help and/or protection in a timely manner through an Integrated Front Door for Children's Services
2. Children vulnerable to exploitation are protected through early identification and, where necessary, crisis intervention via robust reporting systems and pathways
3. Children receive the right service at the right time as information is available which supports effective decision making and a better understanding of thresholds
4. Children experience smooth transition upwards through threshold levels through meaningful conversations
5. Children's needs are met at the earliest opportunity through a localised early help offer delivered by the partnership and community

How will we measure if we have made a difference?

- Number of contacts
- Number and rate of referrals
- % of strategy meetings held within timescale
- % of infants who received a 6-8 week Development Check by the time they were 8 weeks
- % of children who received a 12 month Health Visitor review by the time they turned 12 months
- % of children who received a 2-2.5 year Health Visitor review

THEME 2: Protect the most vulnerable and ensure they succeed

Why this is a priority for Wirral:

All children in Wirral should to grow up safe, healthy, feel listened to and be provided with the right opportunities to succeed and achieve their potential. However, some children are at risk of suffering harm as a potential consequence of abuse, neglect or exploitation. Wirral has a high number of Children Looked After, relative to comparable authorities, and recent data shows a continuing increase in numbers of Children Looked After. In May 2017 Wirral had 779 Children Looked After which equates to 115 per 10,000 children aged 0-17 years old, compared to a 2015-2016 average of 60 per 10,000 for England and of 85 per 10,000 for our statistical neighbour group. Of the children who have become looked after in the current year the majority are young: 15% were under one year's old and 26.3% were aged between 1-4 years.

All partners must work together to provide early help to children and their families, thereby avoiding escalation to social services. The focus needs to shift to prevention and early years support, as well as quality support to Special Educational Needs and Disability.

Everyone who works with children in Wirral has a responsibility to keep them safe. If children and their families receive the right service at the right time, we all have a responsibility to identify issues to ensure prompt action is taken. Our partnership workforce will champion this principle and assessment will take into account history of support, vulnerability, risk or protective factors and their living context. The recently introduced Practice Standards for Children's Services Managers will be embedded across all service and partner delivery.

Child-centred safeguarding systems will remain at the core of service delivery. In order for this to be effective children and young people will benefit from a stable relationship with professionals built on trust, and confidence that their voice is heard through all aspects of service provision.

What are the success criteria to deliver the required improvement?

1. Children in Wirral are safeguarded and protected from harm, including abuse and neglect.
2. Experienced and high quality practice and leadership supports high quality and consistent practice.
3. Assessments and Plans clearly identify and address need in a timely way that achieves positive change which is sustained
4. The voice of children is fully embedded in practice and service planning, and services reflect their individual needs.
5. Effective partnerships support and protect the most vulnerable children and families

How will we measure if we have made a difference?

- Number of assessments
- Number of Children in Need
- % ICPC taking place within timescales (YTD)
- Number of Children becoming subject to a second or subsequent Child Protection plan
- Number of privately fostered children

THEME 3: Provide care and support for our children

Why this is a priority for Wirral:

Keeping children safely supported at home with their parents through early help and prevention is a priority for Wirral, recognising the particular needs of SEN/D. When this is not possible, the reasons and decisions for children and young people entering care should be clearly evidenced and shared with the child and family.

When children need to be looked after, they will live in placements which are safe, supportive, caring and being 'good enough for our own children'. There will be greater emphasis on supporting more children to live with their families, with a clear plan for permanence which safely manages risks.

Adults working with children and young people will ensure that children are listened to and that they contribute to practice and service planning. Equally physical and mental health needs of children and young people will be regularly assessed and if additional support is required this will be met through the provision of timely and effective support.

Care Leavers in Wirral will benefit from high quality Pathway Plans and build stable and enduring relationships with their Personal Advisors in order that they are safe and feel safe. They will receive quality support and access to education, employment and training.

What are the success criteria to deliver the required improvement?

1. The voice of children is listened to and contributes effectively to practice and service planning and delivery
2. Decisions why children enter care are clearly communicated and understood
3. Children and young people have their needs met through timely and effective assessment and support across services.
4. Children in care receive the best possible education, which develops their abilities and supports them to achieve their aspirations.
5. Children in Care have the right destinations
6. All children in care are aware of the 'local offer' and how they access support.

How will we measure if we have made a difference?

- Number of Children in Care
- Number of referrals to CAMHS
- Number of CAMHS appointments made and attended
- Number of PEPs
- Number of Pathway Plans complete
- % Care Leavers in touch every 8 weeks, in EET, and in suitable accommodation

THEME 4: Promote strong leadership, management and governance

Why this is a priority for Wirral:

Leaders and managers in Wirral have a responsibility to ensure all children and young people receive good services providing the protection and care of children and young people. Since the published findings of the report, decisive action has been taken to identify areas of weakness in practice, management oversight and governance to ensure we know where to improve outcomes for children and young people. Strategic leadership is now in place alongside a reviewed structure that provides clarity, reduces tiers of management, spans of control and promotes clear accountability.

Effective oversight through the use of systematic performance management and monitoring arrangements that demonstrate rigorous and timely action in response to service deficiencies or new demands will be provided to the Improvement Board and where practice is not good enough this will be challenged. Our workforce will be accountable for performance, compliance and supporting the road to improvement.

Recruitment, retention and training a high quality permanent workforce remains a priority and an innovative Workforce Development Strategy has been developed. This will now be implemented across the partnership to ensure only the best work with our children and young people.

What are the success criteria to deliver the required improvement?

1. Strong, strategic leadership that models the expected behaviors of our workforces and promotes an continuous improvement culture
2. A systemic performance management and quality assurance framework, 10tilizing intelligence and analysis, that provides evidence to ensure timely action is taken in response to the nonperformance of services
3. Integrated commissioning approaches are embedded across the partnership to ensure resources are targeted to the areas of most need
4. Compliance is understood and escalation procedures know to address non compliance
5. A culture of strategic and operational communication, engagement and participation underpins the Wirral Improvement Journey and ensures that best practice services become the norm.

How will we measure if we have made a difference?

- % of permanent and agency staff
- Social care vacancy rates
- Social care sickness rates
- Social care days lost to long-term sickness and mental health
- Number of IRO escalations made each month
- Average IRO caseload at end of month

THEME 5: Celebrate working together as partners

Why this is a priority for Wirral:

Effective safeguarding requires clear local arrangements for collaboration between professionals and agencies. The Wirral Safeguarding Children Board plays a key role in coordinating activity and holding agencies to account in respect of their safeguarding responsibilities.

The Safeguarding Board, through effective governance and relationships, will ensure effective commitment from partner organisations in meeting the needs children and young people through effective practice, service planning and responding to the voice of the child. Issues around resourcing will continue to be reviewed.

The partnership arrangements in Wirral will combat Child Sexual Exploitation and other concerns for children through improved information and effective identification, assessment and service provision. All partner organisations will have arrangements in place which set out clearly the processes and principles for sharing information between each other. The Wirral Safeguarding Children's Board, as the key learning organisation, will drive improvement based on clear priorities developed from an analysis of data, learning from audit and reviews.

What are the success criteria to deliver the required improvement?

1. Thresholds are understood and consistently applied by all WSCB partners
2. Effective partnerships in Wirral respond to combatting Child Sexual Exploitation and children do not suffer exploitative relationships
3. Children who are looked after are kept safe and supported to reach their potential
4. Partners are held to account through effective governance and ensuring that the voices of children and families are heard, and the needs of Children and Young people are met
5. Learning and review are at the core of operations which drives improvements, priorities, and the delivery of services based on analysis of data, audits, reviews and reports

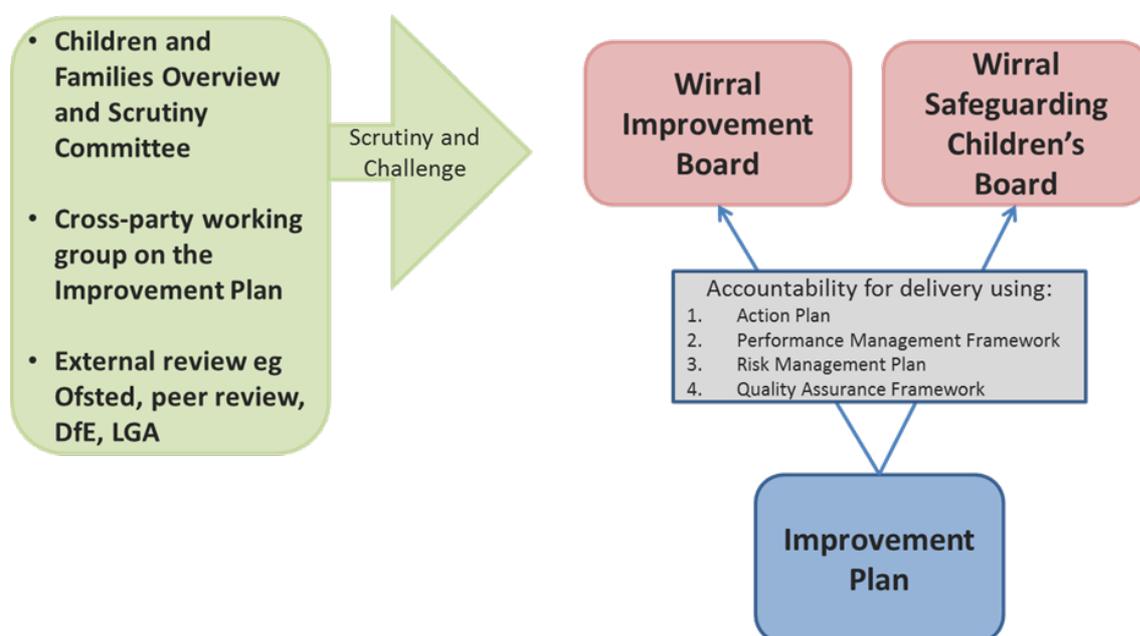
How will we measure if we have made a difference?

- Number of children in "Team Around the Family"
- Number of completed Step Downs from social care
- Number of Children in Need
- Number of Children in Care

5. How we will monitor the Improvement Plan

Good progress has been made in improving services during the first year of the Wirral Improvement Plan, and it is important that the pace of change continues. Clear accountability for delivery of the improvement plan is crucial, coupled with robust scrutiny and challenge. The diagram below sets out the governance and scrutiny arrangements in place:

Improvement Plan governance and scrutiny



The Wirral Children’s Improvement Board and the Wirral Safeguarding Children’s Board are accountable for owning and driving the delivery of the Improvement Plan. Both boards are made up of key agencies involved in improving and delivering services for children and young people and includes, amongst others, Wirral Council, Wirral Clinical Commissioning Group, Health Partners, Schools and Merseyside Police.

The action plan at Appendix 2 sets out all the actions identified to deliver improvement for each of the five themes. Where appropriate these activities will be planned and delivered within the new Sprint approach, where activities have been grouped into 12 week “sprint” action plans, tracked through weekly monitoring meetings. However, some changes will be of a scale or nature which requires a full project delivery approach, and this will be undertaken as part of the Council’s Transformation Programme utilising established project governance.

The successful implementation of the Sprint as a method of tasking and tracking delivery has allowed flexibility on the allocation and completion of actions issued through the first Sprint. At the end of Sprint 1, there will be an assessment of any outstanding actions to promote their closure which will allow for all new tasks in Sprint 2 to be allocated in the first week. These are currently shown in action plan at Appendix 2 as not having a completion date but are included in Sprint 2 and will be delivered through weeks 13-24.

The Wirral Improvement Board and Safeguarding Children's Board will use the Risk Management Plan to keep delivery on track and provide assurance that improvements will be delivered in a clear and transparent way.

In addition, the **Wirral Quality Assurance and Learning Framework** for Children's Services includes activity undertaken to ensure work is carried out to the highest quality. It aims to improve our understanding of whether we are supporting the right children, in the right way, at the right time.

The framework has been built with the following conditions:

- **Child Centred** : Our aim is to ensure that all audit activity follows the journey of the child through our services
- **Outcome Based and Qualitative**: It is not enough to carry out quality assurance activity; the findings from such activity will drive service improvement and create better outcomes for children and workforce
- **Fair**: Equality and diversity issues are taken into account when developing and undertaking quality assurance activity.
- **Participative**: Our quality assurance activity is focussed on a 'working together' approach. Activity is carried out in partnership with children and families along with professionals;
- **Consultative**: By using a consultative approach this will encourage an awareness of quality issues and ownership of the findings
- **Transparent**: It is our intention to deliver clear messages about the purpose and benefits of quality assurance to encourage openness and willingness to participate
- **Ethical**: We will always endeavour to respect participant's privacy and confidentiality

The next priority is to continue the refresh the performance management framework to ensure that we are able to monitor and review both process and outcome measures. This intelligence will be used alongside learning from the Quality Assurance and Learning Framework, particularly to review the impact of improved process measures, to ensure that improvements are sustained, and that we embed a culture of continuous improvement. As we move from the intensive improvement set out in this plan, we will adopt a simple approach to continuous improvement based on the cycle of "plan, do, review".



6. Conclusion

The establishment of the Wirral Children's Improvement Board has demonstrated a substantial commitment from the Council and its partners to improve front line practice. Ensuring that children and their families receive a timely, responsive and consistent service to meet their needs is fundamental to the improvement journey. This will require continued delivery of high standards by our high quality, stable and effective workforce and partners. We have already made significant changes across the workforce and will continue to focus on driving quality and improvements in this area.

APPENDIX 1 – REVIEW OF PROGRESS AND IMPACT AGAINST THE OFSTED RECOMMENDATIONS

	Inspection Recommendations	Progress to date	Further work required
1	Urgently progress plans to recruit a permanent head of service for children’s social care to provide consistent and effective operational leadership of services for vulnerable children.	<p>A permanent head of service for children social care has now been appointed and work commenced in securing a permanent management team for children’s social care.</p> <p>Key changes to the leadership structure have been made to reduce silo working and to ensure a clearer focus on the needs of children rather than resource management.</p>	<p>Work will continue to ensure compliance, delivery of impact and improving quality. This will focus on turning previous strategies into effective ongoing action including:</p> <ul style="list-style-type: none"> Improving communication through the holding of regular management meetings, team meetings and supervision sessions Ensuring that all managers and staff are managed within a clear performance framework which includes clarity regarding their roles and responsibilities performance measures and deliverable outcomes. Ensuring that quality is delivered through active use of a range of quality measures this includes use of data, audit and feedback from children young people staff and partners.
2	Ensure that thresholds are consistently understood and applied by the local authority and partner agencies, so that all children receive appropriate responses to risk and intervention at the right level when they need it.	<p>Three large conferences were held that included children social care and partner agencies. This has enabled staff and partners to consider the threshold for referring children supporting our aim of achieving the right service at the right time.</p> <p>A model of service delivery based on a multiagency safeguarding hub has been developed and a wide range of agencies are now working in a colocated way sharing information and supporting children. Additional resources have been committed by partners such as the police which helped the development of other colocated services</p>	<p>Review the service provided from the front door from a co-located model to a fully integrated model of service delivery. The grade and job description of the MASH manager will be reviewed as information would suggest a more operationally manager would give closer oversight on day-to-day practice.</p> <p>Further work is still required to continue to ensure that thresholds are fully understood evidenced by a further reduction in re-referral rate. The ‘Supporting Families Enhancing Futures’ model will allow us to do further multiagency training right across the continuum of need</p>

	Inspection Recommendations	Progress to date	Further work required
		<p>supporting the more complex joint investigations such as CSE.</p> <p>Across the wider service there has been increased focus on thresholds via ensuring managerial decisions are considered and recorded. This is included new guidance on how to record management decisions and monitoring through reports. Whilst there is increased compliance with recording management decisions there is still a level of concern that management decisions are sometimes late or not fully effective in taking timely action to meet the child's needs.</p>	<p>and embed one threshold concept to enable partners to work together effectively.</p> <p>Audit and review evidence tells us that in the main where children are subject to care proceedings or intervention the threshold applied is appropriate however this threshold could have applied for many of these children earlier. As a result although the children are within the service there is often a delay in the right action being taken. Some of these concerns have arisen due to inconsistent oversight brought about through the high use of agency managers and changes in staff. We need to ensure that the concept for working with families under the supporting families enhancing futures model translates into an effective model for social care across the social care service, at transitions between services, and with all partner organisations.</p>
3	<p>Ensure that all performance management information is based on accurate data, and that managers, leaders and elected members use it effectively to measure and inform service improvements.</p>	<p>Developing the performance management systems and information has been based on ensuring that liquid logic is in place and that managers have access to a wide range of performance reports. Whilst this is now the case viewing management data on a service, district, team or individual level quickly and easily is still challenging. This is because management data is held in a range of bespoke reports presented in an Excel format which requires managers and others to understand how to manipulate Excel to obtain the information required. This can be complex and therefore management reports are not used</p>	<p>A significant shift in focus to ensure that managers and staff are both accountable and responsible for their performance actions that we need to undertake. This includes:</p> <ul style="list-style-type: none"> launch a performance data dashboard that will allow managers to see overall performance but drill down to individual staff's performance ensure that each manager has a set of performance indicators on which their own performance will be measured and that these are rooted in effective service plans

	Inspection Recommendations	Progress to date	Further work required
		routinely or effectively to influence practice.	re-instate regular performance clinics with all managers to drill down and question performance across the department Ensure that future strategic reports are based on information and performance data that has been validated as accurate and can be used effectively to plan strategically. Provide more information to overview and scrutiny in a format that will allow them to challenge and understand the performance of services.
4	Ensure that recommendations from local authority audits of social work with children, themes from complaints and other quality assurance activities are fully reflected in subsequent learning and development programmes, and that the impact is demonstrated in regular management supervision of social workers.	The process of audits was implemented following the Ofsted inspection. This involved consideration of a high number of cases. However the process that was used by the auditors was bespoke and not always completed with a full understanding of what was required as part of the audit process. As a result whilst early audits gave us some information this could not be triangulated with other audits in a way that produced a consistent oversight of progress. When audits were undertaken there was not a process in place whereby the case was rechecked to ensure that actions identified at the audit had been effectively carried out. From June this year a more robust systematic process of audit is in place. This allows us to get a clear oversight of practice across key performance areas whilst also allowing us to use the same audit structure to look at practice in themed areas. Reports from audits are now being made available in a timely way both for individual social workers managers and senior leaders and this is beginning to be used to produce action plans that	Continue to embed best practice approaches to audit and ensure that we close the learning loop through the breakfast and lunchtime bite-size learning sessions which pick up and reinforce learning. . Multiagency audits are now beginning with CSE and this will give us a clearer insight in how to work effectively with partners.

	Inspection Recommendations	Progress to date	Further work required
		will support improvement.	
5	Ensure that the underlying causes for changes of social workers are quickly and purposefully addressed to reduce the use of temporary social workers and the disruption that this causes for children.	Our current workforce is made up of almost 1/3 of agency workers. This for many children does not provide the stability of worker they need to form a consistent relationship. Our process currently for managing cases focuses on protecting areas of resource bypassing children from team to team this also creates further changes of social worker when for instance children become looked after. The significance of securing a permanent workforce has been recognised and is supported through the resourcing of a dedicated HR team working with children services. This has enabled us to map workforce to understand our sickness levels, to plan for recruitment and to develop the beginnings of a workforce strategy. It is also supported a high volume of training that has been provided although this has not always been delivered as part of a well-considered plan.	<p>We want Wirral to be a workplace of choice for high quality staff by enabling them to deliver high quality work in a supportive environment. This will require:</p> <p>A workforce strategy based on predicted needs of children and young people coming into service.</p> <p>A training strategy that supports our workers at all levels to develop.</p> <p>Recruitment of permanent staff at all levels through the utilisation of effective recruitment and retention practices.</p> <p>The proactive management of sickness absence</p> <p>A robust process of induction and exit interviews is in place for all staff including agency</p>
6	Provide regular supervision to social workers that demonstrates reflective analysis of challenging and complex issues arising in their work with children and families.	Managers have all received training on what good supervision looks like this includes how to set up and deliver reflective supervision. Auditing of supervision records shows that is clearly still a work in progress in regards to achieving total compliance and consistently good quality records of supervision.	<p>Whilst there is a supervision model in place and clear guidance on how to record case decisions it is less clear how supervision notes relating to workers development and personal performance management are created and stored. Currently individual workers performance is not assessed against an agreed performance framework.</p> <p>Supervision records are still held on paper and a training needs analysis must reflect correctly the training needs of our staff to enable effective planning for training and</p>

	Inspection Recommendations	Progress to date	Further work required
			development of staff currently.
7	Ensure that strategy meetings are timely and include information from key professionals to inform identification of risks to children, when assessing the need for child protection intervention.	The volume of strategy meetings taken place has significantly increased. The police have provided additional resources based at the MASH and this is given the capacity to hold almost all of his meetings face-to-face. The police have identified that currently Wirral undertake more strategy meetings than other similar authorities in region. Our current use of strategy meetings and the recording of meetings is being reviewed to ensure that our increase is leading to best practice.	Complete the review underway of our use of strategy meetings to ensure that we are compliant with best practice.
8	Improve the quality of assessments and plans to ensure that all risks to children, young people and care leavers are identified, including their family history and diverse needs. Ensure that plans are specific and realistic to achieve change, and are informed by children and young people's views, balanced against an holistic assessment of risk.	<p>It was recognised that although caseloads were not excessively high (in the mid-20s+) the case work being undertaken was exceptionally complex and therefore to be able to do this effectively and record social workers required lower caseloads. There has been a significant drive so far using agency staff to ensure that there is enough capacity for caseloads to reduce on average to 18 per social worker.</p> <p>Social work practice standards were developed and issued to all staff to ensure they understood what was required in producing assessments and plans. Recording formats have been improved and social workers have been provided with clearer guidance on what should be included within assessments. However these standards were issued as a one-off action and these have not been robustly followed up and monitored to ensure impact on compliance.</p>	<p>Repeat breakfast learning sessions with all social workers and managers regarding the basic requirements of good assessment and planning</p> <p>Use the learning from audit and from the IRO escalation process to more robustly tackle non-compliance.</p>

	Inspection Recommendations	Progress to date	Further work required
		<p>Lunchtime learning sessions have focused on ensuring workers understand how to capture the voice of the child and most recently on how to consider issues regarding equality and diversity. Whilst we have some good examples of assessments and plans a number of cases recently have received commendations from the court for good practice overall practice remains variable. The recent more robust audit processes and feedback will assist us in identifying staff that need additional support or guidance to be able to work effectively.</p> <p>The IRO service is beginning to undertake a far more active role in challenging work of poor quality and cases are now being frequently escalated when assessments and plans are not robust.</p> <p>The current auditing program that is undertaken with the social worker allows for reflective learning for that individual worker and therefore has an impact broader in the case being audited.</p>	
9	Ensure that all case records fully and accurately reflect children's and young people's experience so that there is sufficient information available to inform decision making, including out of hours, and so that young people	<p>The out of hour's duty service now has complete access to children's records which means they can access and review files and records directly into the child's record.</p> <p>Ensuring accurate and timely recording remains a key focus and drive of our improvement work. Whilst audit show there has been some improvement further work needs to</p>	<p>Ensure all staff members have access to the early help Liquid Logic modules as the full child's journey through services can be used as part of planning and assessment.</p> <p>Develop a flexible working IT offer to enable staff to have better access to the systems and record more effectively when away from the office.</p>

	Inspection Recommendations	Progress to date	Further work required
	have a clear account of actions taken, should they choose to access their records.	be undertaken to ensure that improvement is consistent and evidenced across all service areas.	Implement a robust approach to compliance. Members of staff who do not perform as required will be dealt with as part of the capability process.
10	Ensure that the emergency duty team's involvement in children's casework is regularly quality assured and analysed, and that its performance is included in wider performance management reporting to senior leaders and elected members.	A full review of this service has been launched which is due to complete in the next six weeks. How the service operates, how it is staffed and how it provides for the needs of children are being considered against a future operating model.	Complete the review of service and report to the improvement board in the next eight weeks regarding what model we believe would be effective to support children social care based on cost and need. Ensure that this model is implemented effectively and quickly.
11	Ensure that, when contact has been lost with care leavers, strenuous and regular efforts are made in all cases to re-establish this contact and engage young people in services.	A complete review of our care leaving service has taken place and the service redesigned. This is supported by the creation of a leaving care team and Personal advisers have been recruited.	Ensure that all care leavers have a good quality pathway plan in place and enhance the services we offer.
12	Ensure that those children in private fostering arrangements are identified, assessed and visited within statutory timescales.	When a child is identified in a potential private fostering arrangement a senior manager is now alerted. They take an overview of the case and ensure that there is compliance with the statutory guidance and the visiting timescales. This process has been in place since the end of October last year. During this time six children have been identified and in five of these cases there was full compliance with standards. All private fostering	Undertake an awareness raising campaign with agencies in the Wirral to ensure that information about children who may be privately fostered is known and children are identified.

	Inspection Recommendations	Progress to date	Further work required
		<p>arrangements are reviewed by the same Independent reviewing IRO to ensure standards are met.</p> <p>There are five children identified as in private fostering arrangements in Wirral. Whilst we are now confident that children in private fostering arrangements are closely monitored we are less confident that agencies are actively reporting all circumstances in which a child may be privately fostered.</p>	
13	<p>Ensure that procedures for referral to the designated officer are understood and followed by staff to provide a consistent, timely and effective response to allegations against professionals.</p>	<p>Referral procedures have been sent out by the safeguarding board to all partners with clear expectations. Processes are now in place to capture and record data to enable more effective challenge of partner agencies regarding submission.</p> <p>The recording of the LADO referrals has been refreshed and the designated officer now has accurate data to reflect the compliance. Quarterly reports will be submitted to the Safeguarding Board. In the month of June 38 new cases were open, out of these 14 were referred out of time. These cases have been escalated to the individual agencies.</p>	<p>Although cases from the majority of agencies are now being reported appropriately timescales for reporting are not being consistently adhered to. Further work is required with partners to ensure they appreciate the importance of early reporting to enable cases to be managed effectively.</p>
14	<p>Ensure that homeless 16- and 17-year-olds receive a coordinated response from children's social care and housing, so that assessments identify their</p>	<p>A review has been undertaken of the joint protocol and pathway which will be completed by the end of August. This pathway ensures that any young person identified as being homeless receives a social work assessment and support and a joint response from housing and children</p>	<p>Complete the work on the protocol, the joint assessment document and ensure that all staff understand what the processes when identifying a potentially homeless young person.</p>

	Inspection Recommendations	Progress to date	Further work required
	vulnerabilities early and ensure that they are offered and receive appropriate services and accommodation.	social care. Currently although high numbers of children and young people present for service when consideration of their cases is undertaken not all of them are homeless.	A performance framework which considers how effective we are in managing these cases needs to be developed so both children's services and housing can plan effectively for these children.
15	Ensure that independent reviewing officers (IROs) have sufficient capacity to fulfil all of their responsibilities towards children in need of help and protection and children looked after, and that, when IRO challenges to poor practice are unsuccessful, escalation processes are used to achieve positive change for children.	<p>The team of independent reviewing officers has been increased by five agency independent reviewers. This has increased by one third our capacity and reduced our caseloads per reviewing officer to approximately 78.</p> <p>IRO Managers have regular meetings with the group managers to discuss case escalations. When these have not been resolved these have been escalated to the Deputy Director, to date one meeting of this nature has been convened and the matter was resolved. In January 2017, there were approximately 70 outstanding escalations, at the end of June this had reduced to 32.</p> <p>A consultation process has been introduced which ensures consistency of threshold and supports the upskilling of staff. Whilst there is a recent dip in the timeliness of ICPC's these have been a response to ensuring the correct people attended the ICPC to provide the correct information to make the decisions.</p> <p>Whilst some of the data may indicate a dip in performance (ICPC/RCPC), this is demonstrating the stance taken by the Safeguarding Unit to raise standards.</p>	<p>Recruit permanent staff as a matter of urgency to secure progress that has been made.</p> <p>Launch and embed standards of practice for all independent reviewing officers which will support good practice standards across the service.</p> <p>Launch the use of the 'Supporting Families Enhancing Futures' model to undertake all conferences improving engagement.</p> <p>The service has employed an apprentice to work on young people's engagement.</p>

	Inspection Recommendations	Progress to date	Further work required
16	Ensure that the progress of children in pre-proceedings agreements is regularly reviewed to make sure that there is no delay in planning for them.	A pre-proceedings tracker is now in place which is reviewed on a weekly basis and this gives an oversight as to whether cases have progressed within agreed timescales. However there are current issues regarding workers submitting care plans and documents to court within timescales. This potentially causes delay in some cases and doesn't assist the court in considering their decisions in a balanced way.	<p>Improve the quality of court work throughout the whole of the court proceedings to ensure we can complete on time.</p> <p>A permanency planning coordinator has just been appointed and further work needs to be undertaken to embed the concept of permanency for children going through proceedings from day one to ensure good quality decisions are made.</p> <p>Pre-proceedings work needs to consider the introduction more routinely of family group conferences when there are large numbers of family members coming forward to support a child to reduce the current number of viability assessments needed as part of the court process.</p>
17	Ensure that children's emotional health needs are better understood through the completion of strengths and difficulties questionnaires, in accordance with statutory guidance, and that their emotional health needs are met through provision of timely, effective support.	A process is in place to ensure there was compliance with completing strength and difficulties questionnaires. It was agreed that these would be completed as part of all children looked after medicals. However at the end of the year when looking to report this data although there was confirmation from health that all the work had been undertaken we were unable match individual children's records with their strengths and difficulties questionnaire and therefore reported a significant drop in performance last year we now only show 135 as being completed. To ensure that this didn't happen again a new process was developed with the social workers taking the lead on ensuring that this key information was collated.	A new process is in place but this needs to be monitored and audited to ensure compliance throughout the year. We also need to consider how this information is used not only as a collected statistic but to enhance children's lives.
18	Ensure that young people's personal education plans are	There have been a number of changes in the way that PEP documents have been created and reviewed. The idea	Action needs to be taken to ensure that all children looked after have a personal education plan in place within the

	Inspection Recommendations	Progress to date	Further work required
	specific, measurable, match the identified needs of children and young people, and include progress against targets.	behind this was to add clarity regarding the role of the social worker and the school in producing the PEP. The virtual head is now reviewing this practice and monitoring the production of all PEPs. Where it is identified that a PEP is not in place or not updated the virtual head is actively contacting the school and the social worker to address this. Independent reviewing officers have also been asked to monitor reviews whether or not an up-to-date personal education plan is in place for each child. Currently the quality of personal education plans remains highly variable.	first two weeks of the new term in September. The virtual head needs to continue to dip sample personal education plans to provide support advice guidance and feedback on quality. The virtual head will be undertaking breakfast and learn sessions with social workers to ensure they understand the importance of the personal education plan and its role in securing the future attainment of children and young people.
19	Ensure that all children who would benefit from an advocacy service or an independent visitor have the opportunity to do so.	A contract with Barnardos has now been set up to provide advocacy for both children looked after and children and children who are part of a child protection process. Participation rates are improving but overall remain low. In June 4% of children attended the child protection review conference. The children looked after in June participation rates were higher with 51% taking part in their reviews. Overall the service offer is still relatively new and it is expected that numbers of children taking part in reviews and using this service is liable to increase.	A piece of work is currently underway where a dip sample of young people who attended the review and young people who did not is being taken. Based on this work of the service will be further targeted to encourage future engagement.

APPENDIX 2 – WIRRAL IMPROVEMENT PLAN – ACTION PLAN: SEPTEMBER 2017

Note: At the end of Sprint 1, there will be an assessment of any outstanding actions to promote their closure. This will allow for all new tasks in Sprint 2 to be allocated timescales in the first week. These are shown in the action plan below as “Sprint 2” and will be delivered through weeks 13-24

Theme 1 - Provide the Right Service at the Right Time				
Success Criteria 1	Ref	Action	Owner	Due Date
Children receive help and/or protection in a timely manner through an integrated front door for Children's Services	1A1	Review the service provided from an integrated front door, to move from a co-located model to a fully integrated model: 1) undertake and e2e review of the Integrated Front Door service 2) Confirm revised JD for MASH Manager and implement through HR 3) Assess requirements and job specifications for the recruitment of a permanent First Response Team 4) National probation service to contribute Probation resource into the MASH, as part of delivering an integrated model	Deputy Director Children's Services	Sprint 2
	1A2	Complete a ‘health check’ on recent Right Service Right Time developments including: 1) Audit of Section 47s undertaken by First Response Team to ensure the outcome and consequent support is appropriate to identified need 2) Audit of strategy meetings and strategy discussions to ensure efficiency of approach, benchmarking against Liverpool City Region	(i) Practice Improvement Lead (ii) Quality Assurance Manager (iii) Head of Integrated Front Door	Sprint 2
Success Criteria 2	Action	Action	Owner	
Children vulnerable to exploitation are protected through early identification and, where necessary, crisis	1B1	Ensure staff members have access to the Early Help Liquid Logic module so as the full child's journey through services can be used as part of planning and assessment: 1) Engage with Digital to conduct assessment of access to Liquid Logic and Early Help modules 2) Conduct gap analysis of staff who need access against records help by Digital - request access	Head of Quality, Performance and Improvement	31/10/17

intervention via robust reporting systems and pathways		3) Assign access requirements against roles to ensure that new starters have appropriate access on arrival 4) National Probation Service will have representation on MACSE panel and work together with partners to ensure information is shared at the earliest opportunity.		
Success Criteria 3	Ref	Action	Owner	Due Date
Children receive the right service at the right time as information is available which supports effective decision making and a better understanding of thresholds	1C1	Review the thresholds across all children's services to ensure that these are being appropriately and consistently applied with information provided to ensure they are fully understood: 1) Review and develop a consistent application of the 'one threshold' approach across all relevant services at the earliest point of intervention 2) Develop evidence gathering mechanism to confirm thresholds are understood across staff and stakeholders 3) National Probation Service will ensure all frontline staff members are briefed on the referral process to ensure children's needs are met.	Deputy Director Children's Services	30/11/17
	1C2	Develop Liquid Logic to include facilities for: 1. Early Help practitioners to record case work 2. Oversight of Early Help interventions delivered by partnership professionals 3. Safer Wirral Hub staff to record engagement and case notes 4. Contact redesign for MASH assessment pathway in Early Help module to promote better and more consistent reporting in performance	Information, Systems and Schools Projects Manager	30/09/18
	1C3	1) Ensure all existing WSCB multi-agency training promotes consistent information on threshold levels, risk assessment tools 2) Introduce a multi-agency induction which includes thresholds, early help services and guidance on the Right Service Right Time	Senior Manager Targeted Services	30/09/17
	1C4	Introduce a multi-agency induction which includes early help services and guidance on the Right service Right Time	Senior Manager Targeted Services	30/1/18
	1C5	Implement a multi-agency quality assurance schedule, focussed on key points of the child's journey through services, which measures the effectiveness of decision making, support provided, the child's experience and outcomes	Head of Quality, Performance and Improvement	31/10/17
	1C6	Devise and implement the 1001 Critical Days Pathway to ensure that there is appropriate support pre-birth and continued engagement in early years services	Senior Manager Targeted Services	30/01/18

Success Criteria 4	Ref	Action	Owner	Due Date
Children experience smooth transition upwards through threshold levels through meaningful conversations	1D1	<ol style="list-style-type: none"> 1. Establish transfer meetings in each locality which bring key professionals together to plan for step up and step down across all levels of need 2. NPS to contribute to meetings where they are involved with the family of children requiring safeguarding to ensure that their transitions are well planned and smooth. 	Senior Manager Targeted Services & Senior Manager CiN/CP	31/10/17
Success Criteria 5	Ref	Action	Owner	Due Date
Children's needs are met at the earliest opportunity through a localised early help offer delivered by the partnership and community	1E1	Deliver the Early Help Transformation Plan, which will embed an Early Help Hub, establish multiple Delivery Spokes in localities and attach a named Early Help Social Worker to every school in Wirral	Senior Manager Targeted Services	30/01/18

Theme 2 - Protect the most vulnerable and ensure they succeed				
Success Criteria 1	Ref	Action	Owner	Due Date
Children in Wirral are safeguarded and protected from harm, including abuse and neglect	2A1	Implement the Supporting Families Enhancing Future (SFEF) multi-agency model	Deputy Director Children's Services	31/3/18
Success Criteria 2	Action	Action	Owner	
Experienced and high quality practice and leadership supports high quality and consistent practice	2B1	1) To complete the review underway of our use of strategy meetings to ensure that we are compliant with best practice 2) National Probation Service - all staff to attend child safeguarding and domestic abuse training including completion of e-learning	Deputy Director Children's Services	31/10/17
	2B2	Monitor increased compliance through the auditing process in case recording and all increased cases of staff being challenged using the capability process. 1) Review reporting mechanism to Improvement Board to allow for them to assess compliance rates 2) Develop process flow which allows for internal review of results prior to issue to Improvement Board to allow for the development of an agreed response 3) NPS In house Safeguarding Children audits have been implemented, this is led by a Senior Probation Officer and cross grade representation of staff to ensure practice standards are maintained and to test our compliance in protecting vulnerable children	Deputy Director Children's Services	31/10/17
Success Criteria 3	Ref	Action	Owner	Due Date
Assessments and Plans clearly identify	2C1	Assess the viability of introducing an electronic method of capturing training needs of staff to support future development 1) Gather requirements for the potential use of a digital system for holding supervision records	Deputy Director Children's Services	21/8/17

and address need in a timely way that achieves positive change which is sustained		2) Build an annual skills gap process which can be implemented as part of the Performance Management process		
	2C2	<p>Conduct breakfast learning sessions with all social workers and managers to advocate the basic requirements of good assessment and planning and ensure consistency is applied across cases at any level of need</p> <p>1) Develop evidence gathering process to allow for the capture and assessment of feedback from attendees at all such learning and development opportunities</p> <p>2) Establish a process for the analysis of the feedback to shape the development of future training sessions aligned with key policy and statutory drivers</p>	Deputy Director Children's Services	30/9/17
	2C3	<p>Utilise learning from audit and from the IRO escalation process to more robustly tackle non-compliance.</p> <p>1) Process map the current escalation process</p> <p>2) Assess points where compliance can be measured</p> <p>3) Embed compliance within the Performance Management policy and develop suitable KPI's to measure</p>	Head of Safeguarding Unit	30/11/17
Success Criteria 4	Ref	Action	Owner	Due Date
The voice of children is fully embedded in practice and service planning	2D1	Do end to end review of processes to identify where voice of child needs to be heard. Use voice of customer methodology.	Head of Quality, Performance and Improvement	31/12/17
Success Criteria 5	Ref	Action	Owner	Due Date
Effective partnerships support and protect the most vulnerable children and families	2E1	<p>1) complete WCSB actions for improvement responding to Ofsted recommendations</p> <p>2) Agree further partnership improvement plan</p>	Head of Quality, Performance and Improvement	30/10/17

Theme 3 - Provide care and support for our children				
Success Criteria 1 The voice of children is listened to and contributes effectively to practice and service planning and delivery	Ref	Action	Owner	Due Date
	3A1	1) Review and implement revised Care Plans to ensure they are 'SMART' and capture the voice of the child. 2) As part of the MAPPA process, NPS has ensured the voice of the child	Deputy Director Children's Social Care	31/12/17
	3A2	Conduct a review of Care Plans to ensure that they are shared with the child or young person consistently and that they understand the reasons for care and the outcomes to be achieved.	Deputy Director Children's Social Care	31/12/17
	3A3	Provide training for Personal Advisors (PA's) on Pathway Planning, Benefits and housing options, including Staying Put.	Deputy Director Children's Social Care	31/12/17
Success Criteria 2 Decisions why children enter care are clearly communicated and understood	Action	Action	Owner	Due Date
	3B1	1) Implement Edge of Care 2) Develop age appropriate language for communicating to children so they understand what is happening to them	Deputy Director Children's Social Care	Sprint 2
	3B2	Review and implement a robust, multi-agency system for decision making for children becoming looked after.	Deputy Director Children's Social Care	Sprint 2
Success Criteria 3 Children and young people have their needs met through timely and effective assessment and support across services.	Ref	Action	Owner	Due Date
	3C1	Complete Statutory Health Assessments within timescales and result in meaningful and effective Health Care Plans	Deputy Director Children's Social Care	Sprint 2
	3C2	Review the Commissioning arrangements of CAMHS for Children in Care	Strategic Commissioning Manager	Sprint 2
	3C3	Implement and embed revised SDQ process with clear roles and responsibilities	Deputy Director Children's Social Care	Sprint 2
	3C4	1) Develop a mechanism to capture learning from IRO's on best practice that is then used in the development of training plans	Deputy Director Children's Services	Sprint 2

Success Criteria 4	Ref	Action	Owner	Due Date
Children in care receive the best possible education, which develops their abilities and supports them to achieve their aspirations.	3D1	Implement training for Social Workers, IRO's and Designated Teachers on Personal Education Plans to fully understand the purpose and objectives	Virtual School Head Teacher	Sprint 2
Success Criteria 5	Ref	Action	Owner	Due Date
Children in Care have the right destinations	3E1	Undertake an awareness raising campaign with agencies in the Wirral to ensure that information about children who may be privately fostered is known and children are identified: 1) Assess how we currently share information relating to privately fostered children 2) Assess Data Protection issues of sharing information across partner agencies 3) Develop mechanism for sharing data to partners 4) Request partners furnish CYPD with information relating to their engagement and support of privately fostered children	Deputy Director Children's Services	Sprint 2
	3E2	Review and implement the Permanency Strategy	Deputy Director Children's Social Care	Sprint 2
Success Criteria 6	Ref	Action	Owner	Due Date
All children in care are aware of the 'local offer' and how they access support.	3F1	Ensure that all care leavers have a good quality pathway plan in place 1) Review current care leavers plan 2) Review best practice from other sources and develop an improved plan 3) Embed plan and develop mechanism to monitor improvements and compliance	Deputy Director Children's Services	Sprint 2
	3F2	Enhance the services we offer to care leavers tax. Look at other models of care leaving service and consider ways in which we can improve our offer further for example by possibly considering the use of a care leaver base/house where they can safely meet 1) Conduct financial assessment of the cost of paying care leaver's Council Tax	Deputy Director Children's Services	Sprint 2

		2) Develop Staff Suggestion Scheme/feedback mechanism for consideration of additional packages/offers for care leavers		
	3F3	1) Complete development of the protocol and joint assessment document 2) Launch the document with clear signposting	Deputy Director Children's Services	Sprint 2
	3F4	Develop a performance framework which considers how effective we are in managing these cases needs to be developed so as both children's services and housing can plan effectively for these children: 1) Initiate a joint workshop with Planning to discuss the development of a framework for 16-17 year olds 2) Develop a joint framework with clear routes to help and offers identified	Deputy Director Children's Services	Sprint 2
	3F5	Publicise the 'Local Offer' for young people by utilising relevant comms outlets including social media	Senior Manager Targeted Services	Sprint 2
	3F6	Implement a joint protocol between Housing and Social Care for Homeless young people	Deputy Director Children's Social Care	Sprint 2

Theme 4 - Promote strong leadership, management and governance				
Success Criteria 1	Ref	Action	Owner	Due Date
Strong, strategic leadership that models the expected behaviors of our workforces and promotes an continuous improvement culture	4A1	Monitor and manage sickness to ensure we are effectively delivering service: 1) Develop a cost of sickness to contextualise to managers and allow the Department to understand the budget impact 2) Develop reports which provide feedback to managers on the cause of sickness as well as the length of time forecast to be inactive	Head of Human Resources	Sprint 2
	4A2	Support the development of our staff through progression to enable us to achieve an experienced stable workforce: 1) Through the reissue of the Performance Management policy, improve the use of the Personal Development Plan (PDP) to identify staff who are keen to develop and are showing signs of ability	Head of Human Resources	Sprint 2
	4A3	Centralise all front line delivery where possible by locating staff in a single location with the required facilities and tools to do a good job	Head of Quality, Performance and Improvement	31/01/18
	4A4	Support cross party support and leadership in driving continuous improvement through the established Children's Task Force.	Director of Children's Services	31/08/17
	4A5	Develop a robust governance model and tools which allow for appropriate control to be fostered within the Department and supports the development of the accountability agenda led by the Chief Executive	Director of Children's Services	Sprint 2
Success Criteria 2	Action	Action	Owner	
A systemic performance management and quality assurance framework, utilising intelligence and analysis, that provides evidence to	4B1	Ensure all managers and staff are managed within a clear performance framework which includes clarity regarding their roles and responsibilities performance measures and deliverable outcomes: 1) Issue the Performance Management Framework along with clarification of application and consequences for non-compliance 2) Instruct SLT to agree a departmental approach and enforce compliance - capturing any issues with application 3) Develop a suitable dashboard that allows for performance to be viewed and analysed at service and individual level	Head of Quality, Performance and Improvement	Sprint 2

ensure timely action is taken in response to the non-performance of services	4B2	Ensure that future strategic reports are based on information and performance data that has been validated as accurate and can be used effectively to plan strategically. 1) Create an approval process for the release of performance data which is locked down to a single source and is watermarked to confirm validity of the data	Head of Quality, Performance and Improvement	Sprint 2
	4B3	1) Await outputs from the Performance Review project 2) Assess feedback available from audit/staff & partners and centralise into an evidence 'folder'	Head of Quality, Performance and Improvement	Sprint 2
	4B4	1) Develop a departmental approach to effective performance management, including consistent application of staff KPI's - derived from the policy and with clear interpretation and accountabilities that are enforced 2) Following approval of the Performance Management approach, establish a model for delivering clinics and arrange date(s)	Head of Quality, Performance and Improvement	Sprint 2
	4B5	1) Develop a performance dashboard aligned to the Performance Management Framework 2) Embed compliance against the Framework at SLT level 3) Implement Quality Assurance Framework 4) Develop multi agency audit programme with LSCB	Head of Quality, Performance and Improvement	Sprint 2
	4B6	1) Create an approval process for the release of data which is locked down to a single source and is watermarked to confirm validity of the data	Head of Quality, Performance and Improvement	Sprint 2
	4B7	Provide information to CYP Overview and Scrutiny in a format that will allow them to challenge and understand the performance of services	Head of Quality, Performance and Improvement	Sprint 2
	Success Criteria 3	Ref	Action	Owner
Integrated commissioning approaches are embedded across the partnership to ensure resources are targeted to the areas of most need	4C1	1) Via workshops and briefings, raise awareness of leads across commissioning and delivery around strategic commissioning in improving the outcomes for children 2) Develop monitoring and performance frameworks with providers – in-house and externally - that links service outcomes and outcomes to need and reducing demand 3) Ensure outcomes for children are improved by involvement in an all age integrated commissioning function	Strategic Commissioning Manager	Sprint 2

Success Criteria 4	Ref	Action	Owner	
Compliance is understood and escalation procedures know to address non compliance	4D1	Provide 'close the learning loop' through the breakfast and lunchtime bite-size learning sessions which pick up and reinforce learning from audit. 1) review all appropriate tools to support the embedding of multi-agency auditing 2) assess best practice for continuous improvement in embedding learning from feedback and audits	Head of Quality, Performance and Improvement	Sprint 2
	4D2	Management oversight is consistent and effective in ensuring that all case management work is conducted to a good standard	Deputy Director Children's Services	Sprint 2
Success Criteria 5	Ref	Action	Owner	Due Date
A culture of strategic and operational communication, engagement and participation underpins the Wirral improvement journey and ensures that best practice services become the norm.	4E1	Develop a flexible working IT offer which will enable staff to have more flexible access to the systems and record more effectively when away from the office: 1) CYPD have agreed to support a PoC for agile devices - PoC process developed 2) Meet with Digital PM to assess and develop the project 3) Agree allocation of 16 trial devices and the feedback mechanism process to support PoC outcomes	Head of Quality, Performance and Improvement	Sprint 2
	4E2	1) Arrange regular management meetings, team meetings and supervision sessions 2) Develop Departmental Comms plan to support Transformation Programme Comms Plan 3) Introduce departmental Risk Register to ensure SLT are managing risk and delegating risk management to teams	Deputy Director Children's Services/Head of Quality, Performance & Improvement	Sprint 2
	4E3	Communicate the vision, values and principles for Children and Young People both within the local authority and across the Partnerships	Director of Children's Services	Sprint 2
Success Criteria 6	Ref	Action	Owner	Due Date
A high quality, stable workforce is in place	4F1	1) Initiate a joint workshop with key partners and teams to discuss/consider why staff don't currently want to work in Wirral 2) Research best practise across other LA's who have successfully encouraged a growth in permanent recruitment across key CYPD roles 3) Confirm with HR the fast track route through the recruitment process to ensure key roles can be launch expediently	Deputy Director Children's Services	Sprint 2

	4F2	1) Circulate the approved Workforce Strategy along with guidelines for effective implementation	Head of Human Resources	Sprint 2
	4F3	1) Develop and approve a Training Strategy, supported by the findings from the change review, which addresses the known areas of skill deficiency as well as staff development	Head of Human Resources	Sprint 2
	4F4	1) Capitalising on the improvements to the recruitment and retention policy, develop new ways of advertising effectively using social media/partners/job fairs/foreign recruitment routes	Head of Human Resources	Sprint 2
	4F5	Ensure a robust process of induction and exit interviews is in place for all staff as current processes do not always include agency staff: 1) review current induction and exit interview processes and ensure it is applied to all staff 2) Capture experiential feedback from current and previous agency workers. Use to shape future roles/offer/rates		Sprint 2

Theme 5 – Celebrate working together as partners				
Success Criteria 1 Thresholds are understood and consistently applied by all WSCB partners	Ref	Action	Owner	Due Date
	5A1	Create a programme of audit at the Integrated Front Door to demonstrate partnership understanding and application of thresholds	Senior Manager, Integrated Front Door	30/09/18
	5A2	Create a programme of audit of statutory and Early Help assessments to evidence clear outcomes and effectiveness of work undertaken, that will inform clear decision making	Senior Managers for CIN/CP and Targeted Services	30/09/18
	5A3	Create a programme of audit of Early Help assessments to evidence appropriateness of referral	Senior Manager for Targeted Services	30/09/18
	5A4	Present the Early Help Strategic Board performance framework to demonstrate an increase over time in Early Help assessments and reduction over time of statutory assessments	Chair of the Early Help Strategic Board	30/09/18
Success Criteria 2 Effective partnerships in Wirral respond to combatting Child Sexual Exploitation and children do not suffer exploitative relationships	Action	Action	Owner	
	5B1	Ensure partner attendance at scheduled CSE training workshops	Chair of the CSE and Missing Committee	31/03/18
	5B2	Conduct an evaluation of the WSCB multi-agency training programme	Chair of the Learning and Development Committee	31/03/18
	5B3	1) Deliver a programme of auditing of cases at MACSE to evidence the impact of interventions to safeguard children at risk of or victims of CSE 2) review impact of NPS audit tool to ensure organisation is confident in its duty to safeguard children	Chair of MACSE	30/09/18
	5B4	Review the CSE referral pathway, tools, process and guidance to ensure clear understanding and increase in the number of appropriate referrals	Chair of the CSE Committee	30/09/17

	5B5	Create a programme of audit of contacts at the Integrated Front Door to evidence compliance and accurate use of CSE screening tool	Senior Manager, Integrated Front Door	31/03/18
Success Criteria 3 Children who are looked after are kept safe and supported to reach their potential	Ref	Action	Owner	Due Date
	5C1	Ensure children looked after have a personal education plan in place within the first two weeks of the new term in September: 1) Assess the current PEP process/mechanism to consider if it remains fit for purpose 2) Develop monitoring and tracking process to deliver against PEP once finalised	Deputy Director Children's Services	Sprint 2
	5C2	Continue to dip sample personal education plans to provide support advice guidance and feedback on the quality 1) Establish reminder system for Virtual Head to dip sample 2) Construct a dip sampling process to ensure consistency and appropriate evidence is gathered 3) Work with DoE to establish the acceptance criteria for demonstrating effective dip sampling	Deputy Director Children's Services	Sprint 2
	5C3	1) Develop capture mechanism for the receipt of feedback 2) Agree data storage process and learning extraction 3) Use data gathered to design the follow up review	Deputy Director Children's Services	31/12/17
	5C4	Audit PEP's and Health assessments to demonstrate the high quality of assessments and completion within timescales	Chair of the Corporate Parenting Group	30/09/17
	5C5	Ensure that the Corporate Parenting Board reports to the WSCB with assurance about: • how children who are looked after are having their needs met including their health and education needs • accurate understanding about the number of children who are looked after and their status	Chair of the Corporate Parenting Group	31/03/18
	5C6	Review placements to assure WSCB that all placements are appropriate and children are safe and have their needs met, including consideration at MACSE in cases at risk of or victims of CSE	Chair of the Corporate Parenting Group	Sprint 2

Success Criteria 4	Ref	Action	Owner	Due Date
Partners are held to account through effective governance and ensuring the needs of Children and Young people are met	5D1	Undertake analysis, with partners, to ensure they understand the need for early reporting of cases to promote effective management 1) Assess current reporting timelines and the blockers for compliance with partners 2) Develop escalation route(s) for non-compliance with appropriate accountabilities 3) Work with partners to understand their reasons for non-compliance and capture to develop next steps to support	Head of Safeguarding Unit	Sprint 2
	5D2	Improve the quality of court work throughout the whole of the court proceedings to ensure we can complete on time: 1) Arrange to meet with CPS case file workers to allow them to share what good case file management looks like 2) Engage with the Police and wider stakeholders to understand the potential blockers which could occur through the court process 3) Conduct risk assessment for the e2e pre-proceedings process and build mitigations across all stakeholders 4) Review impact of NPS safeguarding and children checks to ensure children who are potentially at risk are identified at the earliest opportunity	Deputy Director Children's Services	Sprint 2
	5D3	1) Develop data capture process which complies with audit requirements 2) Develop KPI's for the process to alert if key areas are failing 3) Develop best practice view across other LA's	Head of Quality, Performance and Improvement	Sprint 2
	5D4	Conduct a review of the memorandum of understanding with influential boards, specifically the Health and Wellbeing Board, the Corporate Parenting Group, the Community Safety Partnership and the Youth Justice Board to ensure effective reporting and accountability mechanisms are in place	WSCB Business Manager	30/09/17
	5D5	Review existing resourcing arrangements and agree a sustainable funding model for 2017-18 and beyond	WSCB Business Manager	01/10/17
	5D6	Challenge partner agencies to provide assurance of arrangements to safeguard identified vulnerable groups including children looked after, young carers and those privately fostered. Partners provide assurance about how they – identify, assess, support	Independent Chair WSCB	02/10/17
	5D7	Develop partner dashboard to evidence improvement across key performance areas	Independent Chair WSCB	03/10/17

	Ref	Action	Owner	Due Date
Success Criteria 5 Learning and review are at the core of operations which drives improvements, priorities, and the delivery of services based on analysis of data, audits, reviews and reports	5E1	Employ a young person to develop young people's engagement 1) Develop a feedback mechanism to ensure all lessons learned are captured during the formative phase of the role 2) Be clear on who is clearing the development of the work for the role, ensuring that assumptions are not made on what young people's engagement looks like	Head of Safeguarding Unit	31/03/18
	5E2	Establish quarterly practice learning forums to capture the learning from multi-agency audits	Chair of the Learning and Development Committee	31/03/18
	5E3	Ensures that learning from local and national serious case reviews is disseminated and embedded to demonstrably improve practice	Chair of the Learning and Development Committee	31/03/18
	5E4	Complete Section 11/175 accountability meetings with statutory partners to evidence the multi-agency commitment to safeguarding and improving outcomes for children and young people	Chair of the Performance Committee	30/09/17
	5E5	Provide reports including qualitative and quantitative data and information to evidence strength of safeguarding arrangements, areas for improvement, priorities and future plans	Chair of the Performance Committee	30/09/17