

Bath and North East Somerset Improvement Plan

Recommendation	Milestone/What needs to change	Date due	Lead	Update	Evidence of impact	RAG status	
Actions specific to Ofsted Inspection							
<p>1. Quality of Assessments is too variable.</p> <p>A) All Assessments will need to demonstrate more clearly, analysis, and lead to a clear, easy to read Plan.</p> <p>B) All Assessments must address risk; (Neglect/Physical abuse/ sexual exploitation, self-harm and missing from home/care).</p> <p>C) All Assessments must be allocated to a qualified Social Worker without delay and the progress of the assessment must be regularly monitored to ensure a prompt and proportionate response.</p>	<p>Front line managers to have increased skills/confidence to develop further, the level and consistency of what analysis within assessments constitutes.</p>	<p>Workshop June 2013 (and a follow-up Audit in November/ December 2013).</p> <p>Oct – Nov 2013</p> <p>Oct 2013</p>	<p>Trina Shane/Pete Campbell/Clive Diaz/Richard Baldwin.</p> <p>Clive Diaz, Richard Baldwin, Bertie Goffe & Sarah Hogan</p> <p>Clive Diaz</p>	<p>Analysis training now underway both in-house and with family Nurse Partnership.</p> <p>CFAIT team days held focused on assessment.</p> <p>Further session on analysis (2 days) – led by Richard Swann – Feb 2014.</p>	<p>Positive initial feedback from front-line managers about improving quality of assessments.</p> <p>Audit of single assessments Aug – Oct 2013 confirmed improvement with good or outstanding analysis in most assessments audited.</p> <p>QA framework audits confirm majority of assessments contain appropriate analysis.</p>	Green	
	<p>New combined “Assessment” recording format to be developed.</p>	<p>July 2013</p>	<p>Liz Jones and “short-life” working group</p>	<p>Single Assessment format, accompanying protocol and practice guidance went live on 8th July. Achieved.</p> <p>Two formal reviews of SA framework carried out to date and revisions made.</p>	<p>Audit of single assessments Aug – Oct 2013 found 15 out of 21 assessments overall good or outstanding. Voice of the child and analysis show significant improvement with most good or outstanding. Culture, family history and planning areas for further improvement.</p>	Green	
	<p>Agreement on time-scales and work-flow for new assessments.</p>			<p>RB/TS/Performance Group Members.</p>	<p>45 days agreed as maximum in single assessment protocol – most will be much shorter. Liz Jones has issued guidance on standalone single assessments.</p>	<p>Year end performance for SA timeliness is 90% and has been consistently at this level or higher.</p>	Green
	<p>All assessments to be signed off by Team Manager on CareFirst.</p>	<p>Themed audit was undertaken in September.</p>		<p>RB/TS.</p>	<p>On-going – to be reviewed by CD in Nov/Dec audit. Process agreed with Performance Data Manager (JD) to ensure systems are place to monitor sign-off by managers.</p>	<p>Audit of Single assessments in November 2013 confirmed that managers are signing off assessments appropriately. Further audit to be undertaken in June 2014 to verify this.</p>	Green

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	All Assessments to clearly demonstrate 'Voice of Child' and include evidence of the child(ren) being seen alone.		Clive Diaz/Team Managers/Deputy Team Managers/SW's "short-life" reference group.	<p>Observation/child development training planned from JT consultants for CP/court team Nov 2013</p> <p>Children Society have trained the children in care team</p> <p>Observation module in PQ – 7 staff participating currently – 7 more from Sept 2014.</p> <p>Feedback from research into young people's views of CP conferences, social workers and care reviews – workshop Sept 2013</p>	<p>Audit of single assessments Aug – Oct 2013 found significant improvement in voice of child – good or outstanding in most assessments audited.</p> <p>QA framework audits find majority of assessments evidence voice of child appropriately.</p>	Green
	Easy to access Guidance and practice tips to be produced for staff on how to capture the "voice of the child" within written assessments/case-recording. This will be followed up/evidenced in supervision/case discussions by front-line managers.		Clive Diaz and SW's short-life working group.	Guidance has been drawn up with social work staff spring 2014.	<p>Audit of Single Assessments undertaken in November 2013 confirmed that the representation of views/feelings of young people is being taken into account in a greater number of assessments. QA framework audits find majority of assessments evidence voice of child appropriately. Staff survey confirms most staff feel supervision addresses the lived experience of young people.</p>	Green
	All assessments to identify and use relevant historical information and include good quality chronologies – new chronology format and practice guidance to be developed.	By June 2013.	Liz Jones, Trina Shane, Julie Downey. CD to update on progress.	<p>New chronology format and practice guidance went live on 12th June 2013. Working group took place in Sept to finalise format and guidance. LJ to arrange chronology workshops.</p>	Liz Jones brief audit of chronologies Nov found some improvement. Areas for development addressed in workshops. QA framework audits show improved practice however this is an area for continued scrutiny.	Amber
	Introduction of new quality assurance framework to ensure regular systematic audit by all social care managers with practitioners	Sept 2013	Clive Diaz CM & Caroline Dowson	<p>QA framework launched Sept 2013 at whole service event.</p> <p>Consistency of social care and early help QA frameworks reviewed and confirmed.</p>	<p>Over 50 audits completed to date (April) since QA framework introduced. Practice observations carried out in February 2014. Further rounds of observation planned as regular part of QA framework.</p>	Green

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	Development of new reporting criteria that will assist Supervisors in reviewing the caseloads for each Social Worker/Un-allocated cases.	By May 2013.	Richard Baldwin/Joe Duncan.	Joe Duncan has developed caseload monitoring spreadsheet to TM's regularly. Caseload guidance to be issued May 2014.	New format for monitoring caseloads is now regularly distributed to all managers, who are using this in supervision to ensure caseloads remain within appropriate levels. Caseload challenge sessions also scrutinise caseloads across "Specialist" division.	Green
	Introduction of "Caseload Challenge" agenda with Team Managers to review allocation of caseloads/ workloads and the movement of cases through the Division.	By May 2013.	All Specialist Division Managers.	Caseload challenge in May 2013 and again in Nov. Initial session identified pinch points and amended deployment of staff to address them. Next session due May 2014.	Caseload challenge Nov 2013 shows significant improvement in caseload distribution within and between teams since May.	Green
	Address issues arising from IMR on DA – <ul style="list-style-type: none"> Review strategy discussions to review content of previous strategy Risk indicators from CP conferences to be audited against risk indicators in reports to conference Risk indicators to be linked to individual actions points from CP conferences 		Jackie Deas/Trina Shane/Professional Practice Group	Managers and CP chairs were advised of these recommendations following completion of the IMR in Feb 2013. New CP plan format introduced following CP conferences strengthens links from risk indicators to actions.	Audit of strategy meetings in March 2014 showed actions from previous strategy discussions were considered in review strategies. Ian Tomlinson (IMR author) attended senior management team Oct 2013 to go through IMR findings and recommendations. Staff workshop on IMR findings delivered Feb 2014 by Ian Tomlinson. SCR workshop delivered to social care staff and other stakeholders Dec 2013.	Amber
2. Quality of plans needs to be clearer. A) All Plans will need to have a clear focus on the child and how to improve/address wellbeing. Plans must have clear achievable outcomes, and clarify who is responsible for tasks/goals.	Ensure that the development of CIN Plans follow the same safeguards and checks as CP Plans. Development of a "generic" Plan format for CIN/CP and CiC cases. Audit of Core Group Plans in supervision and via QA.	March 2014	Charlie Moat/Clive Diaz/Liz Jones/Carefirst working group	Development of new combined CIN/CP Plan format links with recommendation 2 (below). 'Generic' plan format already in place. Group of young people consulted on CIN/CP/CiC plan format. Work completed on improved plan format by early March 2014.	QA audits show improvement in quality of CIN plans. Analysis and review of effectiveness of existing arrangements and quality of CIN interventions has led to plans to establish dedicated capacity for CIN work separate from duty/assessment by Sept 2014.	Amber

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<p>B) Plans must evidence involvement Partners and Service Users.</p> <p>C) Evidence that plans are being regularly reviewed and updated.</p>	<p>Front line Managers and Social Workers to further develop skills/confidence to know key elements of a 'good' plan:-</p> <ul style="list-style-type: none"> • Concise • 'Fridge-style' plan • Clear goals and who will take forward key tasks • Focussed on outcomes • Specific contingency plans 	<p>Workshop by June 2013.</p> <p>Workshops on analysis and outcome focused plans Oct-Nov 2013</p> <p>Audit of CIN plans by June 2014</p>	<p>Trina Shane.</p> <p>Clive Diaz, Richard Baldwin, Sarah Hogan</p> <p>Liz Jones/Charlie Moat</p>	<p>Duty/Assessment Team have had a development day where they addressed SMART planning especially for CIN. Discussions are taking place to address CIN work and the levels of intervention required, involving the newly titled Specialist Intervention Team. Workshops on analysis and plans run in Oct/Nov. Meeting to consider options for improving CIN work held early January following discussion at Improvement Board in Oct. Options discussed at staff event April 2014.</p>	<p>Audit of single assessments Aug-Oct 2013 found significant improvements in assessments overall, quality of planning still requires further improvement although good or outstanding in the majority of cases.</p> <p>We will need to audit CIN plans following work to improve CIN work and planning.</p> <p>Changes to be made to team structure to improve quality of CIN work.</p>	Amber
	<p>CP plans to clearly link assessed risks with actions, timescales and tangible outcomes for the child/young person.</p> <p>CP Chairs to develop the format and process of the Conference so that a multi-agency child protection plan is formulated which;</p> <ul style="list-style-type: none"> • Is child centred • Actively involves parents/carers and young person where appropriate • Links risks-actions-outcomes • Identifies who is responsible for taking forward each action • Has a contingency plan specific to the child/young person's circumstances 	March 2014	Liz Jones/Jackie Deas	<p>New Plan format for CIN/CP/CIC launched early March 2014.</p> <p>Work continues on review of conference processes, CP planning and review.</p>	Review impact of these changes in June 2014 (Liz Jones)	Amber

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	Workshop on writing plans to agree a "best practice" standard.	July 2013.	Liz Jones, Trina Shane, Clive Diaz and SW Reference Group and with Service Users (YP panel).	The CareFirst working group is specifically addressing process, practice and recording of Plans. Carefirst working group Nov reviewed plan format. SEND reform introducing single EHC plan for children with SEN will support improvement of planning for CIN with SEN. Quality standards and practice guidance produced for all plans. 3 workshops delivered on plan and review process with good attendance and engagement.	New plan format positively received by panel of Young people currently working with the Youth service (January 2014), comments received and informed final version. Initial feedback from IROs and CP chairs has been positive. To be judged against audit in June 2014.	Green
	All plans to be reviewed at Core Group meetings. All CIN Plans to be reviewed 3 monthly and at point of case closure and signed off by TM/DTM at closure. Core group working is key both for CP and CIN plans. Audit of Core Group Plans in supervision and via QA. Child in need plans to be SMART and regularly and robustly reviewed.		Liz Jones RB & CM to look at how to make CIN plans, interventions and reviews more robust. MM to look at timeline for CIN work on duty.	Work completed on 'what does good look like?' in child protection processes resulting in quality standards and practice guidance on all key areas of the child protection process including core groups and core group plans. The development work on child protection plans, from S47 enquiries, through to CP Conference Plans is being led by Liz Jones and Chairs of CPC's. Liz Jones - audit of core groups for CP and CIN plans.	'What Does Good Look Like' workshops continue to take place, delivered by Liz Jones. These have been well attended by staff, with positive feedback. New CP/CIN Plan launched in March 2014.	Green

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<p>3. Advocacy for Young People subject to a CP Plan/'Voice of the Child'.</p> <ul style="list-style-type: none"> • Use of advocacy needs to be expanded and to become the norm where appropriate • Advocacy is provided by all colleagues who work with children and young people. <p>Independent Advocacy is commissioned by the local authority and is provided by Off the Record, a voluntary organisation in B&NES</p>	<p>All children eligible for independent advocacy , aged 11 and above to be offered the service</p> <p>For children under 11, social care to request an advocate in consultation with the service provider</p> <p>To increase the use of advocacy (where appropriate) by 50%. This should routinely include:-</p> <p>Audit of young people's attendance/consultation.</p>	<p>On going</p> <p>By September 2013.</p>	Rosie Dill	<p>December 2012</p> <p>All children 11 years or over are automatically offered an independent advocate.</p> <p>Off The Record, who provide the advocacy service have published a leaflet outlining the role of advocacy in the children protection process.</p> <p>Off the Record now input into the social care induction programme on the role of advocacy and the services available in B&NES</p> <p>A Protocol for Advocacy in child protection has been agreed between Social Care, Child Protection Charing service and Off The Record.</p> <p>The advocacy steering group informally reviewed the use of the protocol in November 2013, no issues were identified.</p> <p>Mary Kearney Knowles to update RB on progress of commissioning process with "Off the Record"</p>	<p>There has been an increase in the uptake of the service (detailed figures below)</p> <p>There has been an increase in the request for and provision of advocacy for under 8's, at the request of Social Care</p> <p>There is greater knowledge of the service and improved communication with social care.</p> <p>Formal review of the protocol completed in April 2014 (Imelda Murphy, Rosie Dill)CP chairs and Jackie Deas working as part of what does good look like workshops on CP conferences to improve child-friendliness of CP conferences – first workshop has been held (May 2014). This work is being informed by young people's feedback through Shout Out and work of a social work student.</p>	Green

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	<p>Quarterly meetings with 'Off the Record' to review advocacy arrangements looking at:-</p> <ul style="list-style-type: none"> • Quality of service. • Level of take-up/referrals • Quality of Social Worker's preparation/after conference support from Social Worker. 		Rosie Dill, Advocacy Steering Group, Shout Out/Off the Record	<p>Off the Record are working closely with social care and the contract manager to increase the uptake of advocacy across the 4 service areas. OTR now contact all children and young people before all care reviews to offer a service. SW'D, IRO's and CP chairs have been requested to actively consider the provision of advocacy for under 8's</p> <p>Shout Out meeting current targets for advocacy. Social workers promoting advocacy with parents before invites, social workers and advocates liaising directly. Young people who attend requesting feedback about conference outcomes on the day.</p>	<p>Q4 monitoring data to March 2013 36 YP offered CP advocacy 7 attended with advocate 8 represented at conference by advocate</p> <p>Q4 monitoring data to march 2014 42 YP offered CP advocacy 10 attended with advocate 14 represented by advocate (at least 2 YP attended without advocate also)</p> <p>There has been an increase in the no. of YP offered CP advocacy, attending conference with advocacy support and represented at conference by an advocate.</p>	Amber
4. Improving the analysis/consideration of cultural needs for all young people and the impact this has for: A) Achieving 'good' outcomes B) Delivering 'effective' help/assistance	Assessments must routinely address the impact of culture on young people through a review of guidance on completing assessments and case-recording.		Clive Diaz, SARI	<p>Links to review of Assessment and Plan formats. SARI consultation sessions starting open to all staff. SARI to report 6 monthly on this work. SARI terminology workshops. SARI have been to DCT team meeting. What does good look like workshop planned with SARI and staff 1st May 2014. Culture prompts/crib sheet designed by senior practitioners issued to staff. Culture day planned with SARI and Bath University.</p>	<p>Audit of single assessments Aug-Oct 2013 found significant improvement in assessments overall however reflection of culture within assessments remains an area requiring improvement in most assessments audited. Individual sessions offered to staff by SARI.</p>	Amber

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	All staff to have a level of understanding on culture that ensures that this a multi-dimensional issue that includes race (both white and black cultures) gender and disability and social context.	Addressed within Service and/or Team meetings – May/June 2013.	Team Managers.	<p>A series of reflective practice workshops have taken place to support understanding of these issues.</p> <p>CFAIT team day has focused on this.</p> <p>More in depth service wide workshop needed. JT consultants to provide half day mandatory workshops on culture/identity</p> <p>Commissioning of SARI to offer consultation on cultural issues /recording of work with staff.</p> <p>Update single assessment format to explicitly require analysis of needs arising from culture and identify.</p> <p>Mark Baldwin (Bath Uni) workshop planned June 2014 to address class and culture including focus on white working class families and their needs.</p> <p>SARI update sessions for staff April and June 2014.</p>	<p>Priority of this work confirmed by recommissioning SARI to continue to assist delivery.</p> <p>Audit of single assessments June 2014 to include focus on BME young people.</p>	Amber
	<p>Supervision to record/acknowledge discussion of cultural issues.</p> <p>Case recording/ reports/ assessments to reflect cultural issues.</p> <p>Review of existing Equal Opportunities Impact Assessments.</p>	<p>Sample Audits/Supervision (on-going) and thematic audit (September 2013).</p> <p>September 2013.</p>	<p>All TMs and DTMs. Clive Diaz/Trina Shane to audit</p> <p>Clive Diaz/Trina Shane to audit</p> <p>R.Baldwin.</p>	<p>Team managers to update on progress.</p> <p>Commissioning process underway to put framework contract in place for provision of translation and interpretation services by Sept 2014.</p>	<p>New supervision template prompts include consideration of culture.</p> <p>Evidenced by audits undertaken by Team Managers and Deputy Team Managers.</p> <p>Children's service equalities group relaunched March 2014 chaired by divisional director.</p>	Amber

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5. Improving service user feedback and feedback from partner agencies: 'Change Through Listening'	Changing/developing service delivery so that it reflects feedback from service users and addresses gaps/ deficiencies within the service as identified by them.		Charlie Moat/Richard Baldwin/Clive Diaz	The presentation of the research carried out by a student who interviewed Children in Care, foster carers and parents provided rich material to reinforce good practice and appreciation of what is wanted from social workers for each client group. On-going research with parents and children in CP plans. 20 children and 21 parents interviewed so far. Interim findings to Improvement Board march 2014. Feedback pilot underway in duty team – information officer phoning sample of parents on case closure and SW student developing feedback process with social workers for young people. Participation in research with Stirling University/Action for Children on how to engage with young people.	Work with two groups of young people with social care experience through youth service to look at new CIN plan and proposed EHC plan format. SHEU survey undertaken June 2013. CIN survey undertaken in 2013, learning disseminated. To be repeated. Key findings – Most young people reported receiving good care at home, that their social worker helped a lot, they felt understood and that their opinions made a difference. 5 knew what their plan was but 3 did not. Agreement to undertake survey of users of early help.	Amber
	Establishing a culture where the 'voice of the child' is regularly recorded and Social Workers evidence actions taken to respond to this and evidence ambition for young people.		Team Managers/Clive Diaz/Rosie Dill	Practice guidance on capturing the voice of the child issued. Links to review of Advocacy Project (Off the Record) and Quarterly meetings. Need to redesign and re-launch feedback forms (duty, CP conference, others?) with young people.	Launch of 'this is how we do it' document setting out service culture including capturing the voice young people.	Amber

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	Establishment of a young people's panel for young people with experience of child in need and child protection services to ensure their voice is heard and acted on in service improvement.	September 2013.	R Baldwin/Charlie Moat.	Work through writing to young people, phoning families and student SW projects to recruit young people for a young people's panel.	Groups of young people met through youth service. Work to recruit young people following case closure unsuccessful, learning from this that following case closure for CIN/CP may be too late, current SW student project underway to recruit young people while cases still open through duty feedback pilot work.	Amber	
	Develop and pilot feedback form for parents and young people	Pilot from Sept 2013	Charlie Moat with social workers	Feedback form ready for piloting	Feedback form now being piloted by all duty pods. This now needs to be reviewed. Feedback form and process to be introduced for whole service from June 2014.	Amber	
	Service user survey for CIN.	First survey of YP with CIN plan closing date 21/13. Feedback Jan, report for March.	Charlie Moat/Geraldine Kinsella	Model developed by JD and TS First survey completed. Further survey planned summer/autumn 2014.	CIN survey obtained feedback from 8 current children in need (key findings above) Further survey autumn 2014.	Green	
	Establishing QA/Audit format that includes feedback from partners and service users.	January 2014	Clive Diaz/Jackie Deas	CP conference QA format amended January 2014 to include capturing feedback from professionals and family members. CD reviewing QA framework audits to include phone feedback from parents.	Parents asked for feedback with form following CP conference. QA framework audits to include phone feedback from parents from June 2014.	Amber	
Overarching thematic issues							
6.	How the Local Authority identifies, manages and reduces risk to young people. In particular those risks which are associated with: <ul style="list-style-type: none"> Child Exploitation Missing from home/care/school 	Review current system of tracking, recording and responding to notifications of children reported as 'missing'.	September 2013.	Trina Shane/Pete Campbell.	Risk Management Panel now regularly reviewing missing young people reports. Review and report on current processes and recommendations for change. Daily missing children reports (or nil return) provided to duty by police and responded to according to need. Pete Campbell and Julie Downey reviewing missing young people protocol.	Reason for referral amended on carefirst to capture missing notifications. Letter out to schools from DCS reminding them of need to prioritise non-attendance.	Green

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	Establishment of a Multi-Agency Risk Management Panel/Process – that will co-ordinate and manage support to young people whose own actions/behaviour place them “at risk.	Panel established, first meeting Oct 2013	R. Baldwin/Charlie Moat	Interface panels now considering concerns about CSE to determine appropriate level of response. Risk management panel has now met twice, good multi-agency attendance, dates set for 12 months. Risk assessment tool and guidance drafted and to be issued by early Dec for use by specialist and targeted services.	RMP now established, with very good multi-agency representation. Flow-chart now drawn up for dissemination, detailing key points at which decision to consider RMP should be taken.	Green
	Awareness training on child sexual exploitation for key services and scoping of prevalence of child sexual exploitation in B&NES and quality of response to inform improvement.	Awareness training delivered 2013 LSCB training early 2014	Claire James (Children’s Society) with local multi-agency working group, reporting to LSCB. Head of safeguarding	Working group nearing the end of its work. Reported to LSCB and divisional management group. LSCB training on CSE arranged. Licensing, E-safety and CSE working group involved in organising this.	Decision taken at LSCB to form both a CSE sub-group and an e-safety sub-group. Training being delivered to Licensing staff within Environmental services. Roll out of CSE risk assessment tool, supported by Rachel Allen-Ringham.	Green
	Recommendation from IMR on DA - ensure that the Service Training Programme includes provision for training on understanding and recognising suicide risks; strategies for working with children and young people, particularly those who may be difficult to engage; identifying disguised compliance; working with fathers.		Sam Shrubsole/Simon Ratcliff	Self harm and suicide training has been provided by CAMHS as part of children’s workforce training programme. Self harm training offer from CAMHS to all schools.	Suicide Pathway guidance re-issued to staff. LSCB have delivered multi-agency training from recent SCR.	Green

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7. Improve knowledge and understanding of thresholds by all BANES staff and key stakeholders. In particular this will need to include access to our early help services.	Review of current Threshold Document. Report to CLT to advise on its continued appropriateness and/or advise on any amendments.	September 2013.	Mike Bowden/R. Baldwin/	Threshold document reviewed, sound and clear, updated to address sexual exploitation, Working Together 2013 and reinforce early help offer. Threshold document relaunched. LSCB threshold training delivered Dec 2013.	Threshold document launched and disseminated to all agencies. Copies also now available on Council website, and LSCB website. Multi-agency awareness raising training undertaken. Training will now be included in all induction training schedules and in Schools Forum training schedule.	Green
	Re-launch of document (including any revisions) with BANES staff and stakeholders (including Early Years/Schools) with early help offer as preface	September 2013.	R. Baldwin/Head of Safeguarding/Caroline Dowson/Mel Argles/Michele Mohamed	LSCB threshold training to be further rolled out bi-monthly throughout 2014.	As above	Green
	Presentation of document to key stakeholder meetings.	October/November 2013.	R. Baldwin.	Presentation to heads and directors briefing to staff completed.	As above.	Green
	Undertake an evaluation of the impact of the Early Help offer, and critically review the referral pathways between Early Help services and Child In Need services to ensure that cases can move easily between these two areas of service.	Jan 2014	R Baldwin/Preventive service managers	This is more developed for 0-11years and this is reflected in the number of TAC/F meetings that are being held and decisions from interface panels. Integrated Working Team now at full-capacity to coach and mentor workforce. help offer and distance travelled tool Sept/Oct 2013 to be followed up in Director's staff briefings Oct 2013	Early Offer document now completed and distributed to all agencies. Details of the early offer included within the multi-agency presentations on the new Threshold document. Establishment of dedicated post (Niki Smith) within the duty team.	Green
	Develop and implement system to measure the impact of individual early help interventions.	Implement from 1/1/14	Caroline Dowson	Distance travelled tool requested on all reviews of CAF (early help) from 1/1/14	Report on number of distance travelled tools returned to integrated working team. Report on those evidencing impact of early help.	Amber

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	Improve quality of CAFs through quality assurance.	June 2013 and on-going.	Charlie Moat, Caroline Dowson and CAF QA group.	Group now re-instated with Charlie Moat as Independent Chair (June 2013). Feedback offered to assessors of all audited CAFs. Telephone feedback sought from families / young people who have undertaken CAF process to inform work of team. Small workforce survey underway to continually improve the support offered by the Integrated Working Team.	CAF QA group finding some evidence that CAFs are being completed earlier and are being used as an effective tool for early intervention, although the quality of CAFs remains variable. Less than 10% of CAFs develop into social care referral. 25% more CAFs completed by schools.	Amber
8. Staff development to underpin improvement, including – Good quality induction Reflective and challenging supervision, regular and recorded Effective performance/skill sets review informing training and develop Staff survey and focus groups	Staff focus groups & staff survey	By Jan 2014	Clive Diaz/Charlie Moat	Staff survey completed February 2014. Staff focus groups May and June 2014. Quarterly meeting with staff and Divisional Director.	Staff survey completed, good return rate across all roles in service, positive feedback about supervision from many although area of improvement for some, good feedback about training and B&NES seen as a good place to work. Learning from the survey being acted upon. Staff survey to be repeated annually.	Amber
	7 social workers to undertake MSc in childcare social work	Sept 2013 and on-going	Clive Diaz	MSc programme underway – 7 SWs currently, 7 more in Sept 2014.	These staff are making good progress. Induction programme is in place and being reviewed to provide further support to NQSW's. Good feed-back from NQSW's on the quality of support during first year.	Green
	Establish more senior practitioner posts	Nov 2013	Richard Baldwin and management group	Six senior practitioner posts established and recruitment complete.	Senior practitioners in place.	Green
	Reflective supervision workshops for all frontline supervisors	By early 2014 Supervision audit Dec 2013	Clive Diaz/Liz Jones Liz Jones	2 day supervision training for managers. Improve supervision format. Introduce observation of supervision – <ul style="list-style-type: none"> • By PSW – underway • By line managers – to be introduced. 	Audits show good evidence of supervision improving. Supervision audit to look in more depth. Staff survey confirms many staff have good experience of supervision but not all and remains an area for development. Draft supervision policy now out for consultation.	Amber

