

BCP Children's Social Care

BCP
Priority Improvement Plan

In BCP Children's Services, we believe that children thrive when they live within their families; when they are safe, healthy and connected to their local communities and can access schools and learning. We recognise that everyone across BCP Children's Services supports the expectation that all families can do well and that most are able to do this without additional support.

For those children and families who do need our support along the child's journey, we come together across the services to blend our support in a wrap-around response. Using the expertise of our partners and the broad targeted skills in our Early Help services, we can provide the help needed at the right time by the best people.

For the small number of children in our communities who need protection or care away from their family, we will provide robust, timely and effective interventions across the multi-agency network to prevent further harm, to help families make safe and timely changes or to seek permanent alternative care if this cannot happen in the shortest timeframe.

BCP became a new council on 1 April 2019 with the coming together of Bournemouth, Poole and Christchurch. This is the start of a very new and exciting journey, and there is much to do. Since the 1st of April, we have created a new Directorate Team and are on the cusp of launching a new service delivery structure across the continuum of need. We have quickly determined the need to move to a single ICS and combined MASH with integrated Early Help colleagues and have held whole staff events to share and capture workforce views as we form our vision and direction.

We know through children services inspections in 2016, 2017 and 2018 that whilst there were some areas of good, the previous three Councils' Children's Services overall needed to improve. Some improvements have already been made but there is more work to do. This plan brings together the improvements from the previous councils that needed further work and new priorities and improvements that BCP Children's Services want to make.

| Create the right environment within which effective work can be delivered which improves outcomes. | How we will do this? | Lead Director |
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| Leadership and Management The leadership of the council, including the CEO, lead member and the DCS recognise and prioritise the needs of children and this is reflected in corporate decision-making with action and active attendance at key committees and boards. The CEO and lead member are well informed and hold the DCS to account for quality of practice and challenges in the local area. Healthy relationships with partners provide an effective context for social workers and practitioners to effectively work with children and families The Local Authority is an active, strong corporate parent. | <ol style="list-style-type: none"> 1. There is a clear shared child centred vision in place across the local authority and partner organisations. This is demonstrated in a co-owned children and young people's plan and joint commissioning plan. 2. Consolidation and change plan for the delivery and governance of services 3. Deliver a fit for purpose ICS system in line with procurement framework 4. Performance and quality assurance reports are regularly considered in the new Quality, Performance and Impact Board, Children's Overview and Scrutiny and this is will be used to drive improvement. 5. The JSNA underpins the development of children's services impacts on service delivery and commissioning of provision across the local authority, enabling an awareness of the local community and the identification of vulnerable groups. 6. The Corporate Parenting Board is established and provides strategic oversight alongside a corporate sense of responsibility for children in care and care experienced young people, articulated in a Council wide Strategy. The CIC Council and young people with care experience are key partners on the Board and champions children and the improvement agenda with the Board. | Corporate Director Corporate Director Service Director Service Director Public Health and Corporate Director Corporate Director |

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| <p>The LA demonstrates a learning culture. It has a track record of responding effectively and quickly to areas of development service deficiencies or new demands and shows resilience to new challenges.</p> <p>Leaders and managers are confident ambitious and influential in changing the lives of children, young people and families including children in care and children who have left care.</p> <p>Local authority has detailed relevant knowledge of the local communities. Leaders identify the vulnerable groups in their local areas and ensure an effective response to these groups.</p> | <p>7. Clear strategic leadership in place across the partnership via the new LSCH. The learning hub demonstrates the impact of the coordination and collaboration of service delivery on the outcomes of children and families.</p> <p>8. There is an accurate self-assessment in place with an improvement plan. The local authority is seeking to explore how well we know ourselves through a series of LGA peer reviews including, Virtual School, SEND and Youth Justice.</p> <p>9. The strategic leadership in the authority support the opportunity to improve outcomes for children through innovation and partnership - through the Innovation Bid and partners in practice.</p> <p>10. There is clear partnership governance, leadership and local arrangements in place to meet the SEND Code of Practice with the HWB. The SEND strategy is developed in collaboration with partners, adopted and is delivering through a joint commissioning plan and the SEND Transformation Group.</p> <p>11. Staff have opportunities to engage with strategic leaders to shape services, through six-monthly staff forums, as a minimum.</p> | <p>Corporate Director</p> <p>Service Directors</p> <p>Service Directors</p> <p>Service Directors</p> <p>Corporate Director</p> |
| <p>Quality of Practice, Management oversight and supervision:</p> <p>Corporate Director and Lead members to be well informed of the quality of practice and challenges in local area.</p> <p>Across BCP, performance management and monitoring will ensure all leaders and managers are systematically updated, understand their service and are accountable for the response, delivery and improvement.</p> <p>The local authority can demonstrate evidence of practice that is informed and sustainably improved by feedback, research and intelligence about the quality of services.</p> <p>Throughout the child's journey, Management decision making, accountability and oversight is evident to ensure that effective and timely planning, support and decision-making takes place for all children.</p> <p>Staff receive regular, reflective, enhancing, quality supervision, with appropriate learning,</p> | <p>12. Develop and adopt a BCP wide Quality Assurance and Performance Framework. Quarterly reports from audit activity demonstrates the quality of frontline practice across SEND, Early Help and children's social care.</p> <p>13. The monthly Quality, Performance and Impact Board, established and led by the Corporate Director, provides the Corporate Director and senior leadership team with clear line of sight into frontline practice and supports practice improvement.</p> <p>14. Accurate data set is established. Monthly data is presented to the Children's Directorate Management Board, the Quality, Performance and Impact Board and Overview and Scrutiny in a regular pattern.</p> <p>15. We promote an openness to learning and engage in peer review. Learning from peer reviews is implemented and monitored to ensure that lessons have landed. Reports and detail is shared and worked through with the Portfolio Holder and CEO.</p> <p>16. Service user feedback is regularly collected through casework, evidence of lived experience of children in case auditing and focus groups. This intelligence is used to inform service delivery and strategic developments.</p> <p>17. Co-production of a suite of standards to support the consistency and understanding of what 'good management oversight means' i.e. supervisions policy, etc</p> <p>18. Develop and implement a leadership and management development programme.</p> <p>19. Focus on key aspects of the services where improvements are needed to deliver impact - MASH, adolescents</p> | <p>Service Director</p> <p>Corporate Director</p> <p>Service Director</p> <p>Service Director</p> <p>Service Director</p> <p>Service Director</p> <p>Service Director</p> |

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| critical challenge and opportunities for reflection. | services, Early Help and permanence. | Service Director |
| Workforce Development There is sufficient suitably qualified and accredited staff in place to deliver high quality services to children and their families. There is effective organisational support for the training and development of staff leaders in an environment where good social work can flourish. | 20. Develop and adopt a BCP workforce development strategy with clear professional development routes linked to a retention and recruitment strategy that continues to show a low rate of agency staff and low turnover of staff. 21. Implement a Signs of Safety practice model across the children's workforce, including partner organisations. The emphasis is on building relationships and strengthening the quality of relationships to improve outcomes, promoting the principle that children are better placed to stay within their families or reunite with their families or family network unless they are at significant risk. 22. Restructure the service to deliver a 'good' span of control and appropriate case loads to enable good social work and early help to be delivered. 23. Champion group supervision models and a learning culture. | Service Director Service Director Service Director Service Director |
| Effective, strong collaborative strategic partnership Professional relationships are mature and well developed. Accountabilities are embedded and result in confident regular evaluation and improvement in the quality of help care and protection. | 24. To be developed with partners in the Autumn of 2019. Focus to include: <ul style="list-style-type: none"> I. Launch of pan Dorset CE strategy II. Work with the CSP and LSCP to make effective use of resources, maximising the partnerships III. Propose that the HWB adopt the governance of the SEND strategy IV. Create a development space for the system leaders for children's services to ensure a collaborative approach to the development of services for adolescents, the early help system and alternative provision. | Service Director |