



Children's Services Development Improvement Plan (DIP) 2019/2020

NOTES

- Action plan owned by CDMB
- Updated monthly via Rachel Gravett meetings with Service Directors
- Presented monthly at CDMB for updates and via QPIB. Version date 14-11-19

Leadership and Management

	How we will do this?	Lead Director	Timescales for completion	RAG Rating	Current position update	Evidence
	<p>Create the right environment within which effective work can be delivered which improves outcomes.</p> <p>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.</p> <p>The CEO and lead member are well informed and hold the DCS to account for quality of practice and challenges in the local area.</p> <p>Healthy relationships with partners provide an effective context for social workers and practitioners to effectively work with children and families</p> <p>The Local Authority is an active, strong corporate parent.</p> <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.</p> <p>The LA workforce is sufficient, suitably qualified and accredited to deliver high quality services to children and their families.</p>					
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 joint commissioning plan.	NG	April 2020		<p>Engagement and visibility – twice yearly whole service events began June 2019.</p> <p>Practice fortnight piloted October 2019.</p> <p>Create strategic partnership forum for system leaders January 2020.</p> <p>Strengthen CSP – propose and develop place based CE strategy January 2020.</p> <p>Learning Partnership in place and commission system leadership/board development for Spring Term 2019/20.</p> <p>Developing a SEND Joint Commissioning Strategy by January 2020.</p> <p>HWB own the system wide agenda – SEND- July 2019.</p> <p>Change and harmonisation:</p> <ul style="list-style-type: none"> Council wide work including Pay & Rewards recommendations Autumn 2019; Asset Management Strategy (location of teams) Bring all teams into one BCP design: CSC completed; SEND by Feb 2020; EH by April 2020 	
2	Performance and quality assurance reports are regularly considered in the new Quality,	NG	Nov 2020		Accountability cycle in place, QPIB in place (April 2019) and reports are on the forward plan for O&S June 2019	<p>QA framework</p> <p>Children's Service</p>

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	Performance and Impact Board (QIPB), Children's Overview and Scrutiny and this is will be used to drive improvement.				<p>Corporate KPI data set and exception report in place August 2019.</p> <p>Performance scorecard developed for Corporate Parenting Board Oct 2019.</p> <p>M.I. reports available to SMs and TMs, weekly: April 2019.</p> <p>New School Performance Board for BCP established Sept 2019.</p> <p>Continue to align M.I. reporting – ongoing.</p>	<p>Performance Framework</p> <p>BCP School Performance Board agenda</p>
3	The Corporate Parenting Board provides strategic oversight leadership and delivery. The LA is an active and strong corporate parent. The CiC Council and young people with care experience are key partners on the Board.	JR/JW	Jan 2020		<p>Corporate Parenting Board established Sept 2019.</p> <p>BCP CiC and care experienced young people groups established Summer 2019.</p> <p>Corporate Parenting Strategy developed, will be endorsed by Cabinet Nov 2019.</p> <p>Corporate Parenting & Sufficiency Development Plan created Oct 2019</p> <p>Virtual School Strategic Partnership Board operational Oct 2019.</p> <p>Improve commissioning strategies and sufficiency of places.</p>	<p>Corporate Parenting Strategy</p> <p>Corporate Parenting & Sufficiency Development Plan</p>
3	The strategic leadership in the authority support the opportunity to improve outcomes for children through innovation, evidenced based approaches and in partnership.	JW / NG / JulianR	Ongoing		<p>Partnership endorsed by DfE August 2019 with Partners In Practice – NT.</p> <p>Application to DfE Innovation Programme early 2019 – was shortlisted, not successful because LA 'too new', however new adolescents' strategy is inspired by the Innovation Programme 'no wrong door' model.</p> <p>Application to Research in Practice on CE will be submitted Autumn 2019.</p> <p>BCP Corporate Strategy with strong focus on children and young people – October 2019.</p>	
5	The SEND strategy is developed in collaboration with partners, adopted and is delivering through a joint commissioning plan and the SEND Transformation Group	SB	Dec 2019		<p>SEND is now part of the HWB Agenda. Planning underway for SEND strategy, joint action plan and joint commissioning strategy.</p> <ul style="list-style-type: none"> Peer Review commissioned with LGA by the HWB January 2020. Development workshop on peer review scope for HWB Nov 2019. SEND Transformation Group operational, development workshops for key themes is underway (Sept – Oct 2019) Self Assessment will be completed by December 2019 	SEND Transformation Partnership ToR
6	Learning through Peer Challenge and partnerships.	All	<p>Jan 2020</p> <p>Feb 2020</p>		<p>HWB commissioned LGA per challenge SEND, agreeing scope with HWB in development session in 28/11/19, challenge will occur 3rd week January 2020.</p> <p>Virtual School peer review secured with National Association of Virtual schools, to be conducted on 6 & 7 Feb 2020.</p> <p>National best practice such as membership of Research in Practice, engagement with the</p>	

					expert organisations on CE as part of the new strategy, National Association of Virtual School Heads, and work with Bournemouth University on Step Up to Social Work and key research projects - Ongoing	
7	Communication is proactive, targeted and effective to ensure all stakeholders have a clear, shared understanding of self assessment, priorities and direction of travel.	NG	Apr 2020		<p>Communication Strategy for the Council launched September 2019 – staff survey conducted Autumn 2019.</p> <p>Practice fortnight launched- Oct 2019 .</p> <p>Whole Services events planned through the year twice yearly (achieved 2019), Children's Services Team and Service Manager meetings bi-monthly, extended leadership forum.</p> <p>TM & SM review all new policies and procedures through the Children's Services Team and Service Manager meetings. Bi-monthly from Sept 2019</p> <p>Over 450 staff engaged in the Early Help and Adolescent review, to help shape the new Early Help Strategy between July 2019 – September 2019 .</p> <p>Pilot a new children's services comms model via survey monkey agreed November QIPB.</p> <p>Visits to teams have been taking place to gather some staff feedback following the restructure in the last couple of weeks. Sept onwards for new Service Directors</p> <p>Regular newsletters to schools from Sept 2019 and developing a school's extranet by Jan 2020.</p>	
8	Develop and adopt a BCP workforce development strategy with clear professional development routes linked to a retention and recruitment strategy that continues to deliver a low rate of agency staff and low turnover of staff.	NG	Nov 2019		<p>WFD Strategy Signed off – 16/10/19. Action plan and training plan developed October 2019.</p> <p>Next phase: career development by April 2020</p> <p>Implementing a Signs of Safety practice model across the children's workforce, including partner organisations. New Implementation Board – November 2019: to review/refresh implementation and embedding strategy</p> <p>Need to develop and implement appropriate staff wellbeing initiatives that support staff welfare including management of stress and developing resilience (tba)</p> <p>Focussed development and improvement plans on areas of practice for example front door, permanency and SEND improvement plan by Jan 2020</p> <p>Restructure the children's social care service to deliver a 'good' span of control and appropriate caseloads to enable good social work and early help to be delivered by Oct 2019</p>	<p>Workforce Development Strategy</p> <p>Workforce Development Delivery Plan</p>

Quality of Practice, Management Oversight

	How we will do this?	Lead Director	Timescales for completion	RAG Rating	Current position update	Evidence
	<p>CEO, 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 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, critical challenge and opportunities for reflection.</p>					
9	Develop and adopt a BCP wide Quality Assurance and Learning Framework.	NG	April 2020	GREEN	<p>QA framework complete and launched (Sept 2019). Audit activity scheduled from May 2019 .</p> <p>QIPB established, chaired by DCS. (May 2019)</p> <p>Self assessment updated quarterly and shared with Lead Members, O&S and CEO.(July 2019)</p> <p>Coaching of managers on 'what good audit activity is' scheduled 7 & 8 November.</p> <p>Practice fortnight piloted October 2019.</p>	Quality Assurance Framework Document
10	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.	NG	Jan 2020	AMBER	<p>Accountability cycle established June 2019.</p> <p>Created one BCP management report, monthly and quarterly – complete May 2019.</p> <p>Data quality issues addressed. Format for reporting finalised for majority of services Autumn 2019.</p> <p>Corporate KPI data set established and reporting in place August 2019.</p> <p>Permanency score card developed, will be presented at Corporate Parenting Board December 2019.</p> <p>Virtual School reporting framework developed Sept 2019.</p> <p>SEND reporting framework developed – final January 2020.</p>	Children's Services performance management framework (see action 2)

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	How we will do this?	Lead Director	Timescales for completion	RAG Rating	Current position update	Evidence
11	Service user feedback and engagement is embedded in service improvement.	All	March 2020		<p>Audit work being planned to deliver intelligence that will drive service improvement.</p> <p>Survey on SEND delivered Summer 2019. To be replaced in the Autumn by POET. Co-production focus group established for SEND. Development work required to engage the voice of the child for SEND.</p> <p>Children's Services wide participation strategy to be developed by April 2020.</p> <p>CiC and care experienced young people engagement established and underpinned the development of the Corporate Parenting Strategy Summer 2019.</p> <p>Next phase to be developed for April 2020.</p>	
12	Co-production of a suite of standards to support the consistency and understanding of what 'good' looks like i.e. supervisions policy, etc	JW JulianR	Jan 2020		<p>Supervision policy developed and launched October 2019.</p> <p>Workforce Development Strategy developed and launched Oct 2019.</p> <p>Practice Standards to be co-produced at whole service event on 7& 8 November 2019.</p>	<p>Supervision Policy</p> <p>Workforce Development Strategy (see action 9)</p>
13	Develop and implement a leadership and management development programme.	JR	March 2020		<p>Senior (CEO, CD, SD) service leaders leadership development programme in train. Beginning October 2019.</p> <p>SM and TM development programme to be commissioned by Spring 2020.</p>	
14	Focus on key aspects of practice where improvements are needed to deliver impact for children.	JW / Julian R / NG	<p>Dec 2019</p> <p>January 2020</p>		<p>Improvement needed re provision and response for complex adolescents. Develop adolescent services /no wrong door 2019-2020 ; review AP provision.</p> <p>Improve response to Missing/CE – protocol launch November 2019 to ensure timely and consistent responses. BCP – CSP and SCP agree to place based CE plan to be developed, October '19 and to be in place February '20.</p> <p>Improvement needed re Permanency planning CIC; Development Plan developed as result of audit Autumn 2019, supported by Ofsted focussed visit November '19. To be implemented.</p> <p>Improvement needed consistent approach to EH, interface with CSC, delivery of right help right time. New Service Managers in place, review of Early Help underway including, new EH pathway, new EH assessment and QA framework to ensure consistency, impactful casework.</p>	<p>Front Door Action Plan</p> <p>DRAFT BCP Protocol Missing & CE</p>

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			March 2020		<p>Improving our response to vulnerable learners through implementing a new Children Missing Out on Education Panel, In Year Fair Access and a manged moves protocol.</p> <p>Improve SEND offer and system. Self Assessment, joint commissioning plan, improvement plan to be completed by January '20. LGA Peer Review scheduled January '20.</p> <p>Next focus: Help and Protection; Care Leavers once service restructured; front door; IRO; Virtual School, Early Help/adolescents. Plans to be developed January 2020.</p> <p>Ensure all policies and procedures are fit for purpose by March 2020.</p>	

Key

In order of reference in the DIP

QPIB	Quality, Performance and Impact Board, for DCS, Service Directors and SMs. Terms of reference includes monthly and quarterly data, quality assurance and learning.
Learning Partnership	Partnership bringing together partners from across the education sector in BCP including primary and secondary schools, mainstream and special, and Bournemouth & Poole College.
School Performance Board	Chaired by the DCS, ensures there is sufficient monitoring and intervention in place to improve standards in identified schools.
Virtual School Strategic Partnership Board	Senior representation from across the system including the LA, Early Years settings, schools further and higher education and the CCG. The Board provides accountability, high support and high challenge to the Virtual School.
Corporate Strategy	Council wide strategy setting out BCP Council's values, priorities and objectives.
POET	The Personal Outcomes Evaluation Toolkit (POET) survey, used to understand and benchmark the experience of families.
CSP	Community Safety Partnership
SCP	Pan Dorset Safeguarding Partnership

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