



CHILDREN AND LEARNING OVERVIEW AND SCRUTINY SUB-COMMITTEE

6 JULY 2017

Subject Heading:

**Service Improvement and
Transformation**

SLT Lead:

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Services

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Policy context:

Delivery of statutory social care for children
and young people.

SUMMARY

To ensure that Havering has a robust approach to continuous service improvement, this report updates members of the Committee on progress to improve the delivery of social care.

RECOMMENDATIONS

It is recommended that the Overview and Scrutiny Committee continues to receive updates on continuous service improvement and monitor progress against key areas of performance.

REPORT DETAIL

1. The service publishes an overarching service plan for Social Care every financial year, detailing objectives against local and organisation wide strategic aims.
2. The Social Care department constitutes a range of front-line services;
 - a. Early Help,

- b. MASH and Assessment,
 - c. Intervention and Support,
 - d. Care Resources,
 - e. Systemic Practice.
3. Each service lead is engaged to determine and agree what the key priorities are, establishing how actions will be delivered and defining how success will be measured. These are formally ratified by the Assistant Director for Social Care (ADSC) and the Director of Children's Services (DCS).
 4. A comprehensive review of all service measures and performance indicators (PIs) started in March 2017 and concluded in June 2017. This led to over one-hundred indicators being baselined with targets set, in agreement with senior management. This process also helped identify Children's Social Care requirements for the new business intelligence solution.
 5. The CYPS Management Service meets twice a month and the performance against these individual service plans is considered, particularly those areas where the risk is high or there are identified issues, where it links to the Ofsted improvement activity and where there has been evidenced improvement.
 6. Each service lead implements these actions and provides feedback to the management group. The impact is monitored and assessed through the agreed PIs for that service area. The DCS or ADSC can request any areas of high risk or issue to be researched, with potential solutions considered and recommendations made.
 7. Regular updates about the service plan are shared with the Lead Member, providing a range of information on risk, issues and mitigating actions. Improvements and achievements are also shared, to demonstrate what areas are being effective.

Main objectives

8. The service has several key objectives for the year, across the range of front-line services. These include;
 - a. Improving the quality and effectiveness of social work interventions and improve the experience for families.
 - b. Provide effective interventions at all levels of need ensuring effective primary and secondary prevention.
 - c. Increase the stability and skills of the workforce to improve the quality of relationships with children and their families.
 - d. Improve the response to demand to ensure that families are provided a timely and proportionate intervention and increase the reach of early help services.

- e. Consolidate learning to ensure we continue to provide effective and co-ordinated services for children at risk of child sexual exploitation.
- f. Ensure that feedback from children and their families is sought to improve the quality of interventions.
- g. In house and commissioned services demonstrate good value when outcomes and costs are benchmarked against other authorities.
- h. Continue to build on improvements to the quality of placements for children in care, improving timeliness of permanency and enhancing the outcomes for care leavers.
- i. Reduce the budget deficit by installing strict financial controls. Monitor and report on progress, whilst looking for further opportunities.
- j. Implement and track the first year of the Innovation Programme.
- k. Monitor against the thirteen recommendations made by Ofsted and report on progress to them, the Department for Education and internal stakeholders.
- l. Ensure the workforce development and retention activity is in place to increase the number of permanent social workers.
- m. Develop and implement the Social Care Academy, providing a strong and competitive offer for social workers, with the aim of encouraging highly skilled and experienced practitioners to work for Havering.

Key deliverables

- 9. A range of activity is underway to deliver against the outlined objectives;
 - a. A review of all placements has been carried out outlining the forward plan for these and determining the potential costs and savings that can be achieved by March 2019.
 - b. A workforce development working group has formed, with clear terms of reference, to ensure we have a robust approach to recruitment and retention. This has led to the development of the Social Care Academy.
 - c. A financial recovery plan has been developed, which demonstrates what activity can lead to reducing the budget deficit and making efficiencies. This includes strict controls on expenditure.
 - d. Social care workforce are undergoing Systemic Practice training, to enhance practice and allow for more meaningful and purposeful interventions to be delivered to children and young people.

- e. A work plan is being developed with the Joint Commissioning Unit, to enable better value for money on placements and other commissioning ventures.
- f. An approach to demand management is being considered, including greater detail on the projected increase in population and what impact that will have on resources.
- g. More effective and regular supervision is now taking place, improving quality and timeliness of interventions.

Next steps

10. Continue to monitor progress of the service plans, ensuring all risks and issues are managed. Also evidence improvement and where relevant, report/escalate to the Transformation and Improvement Board.
11. Develop an approach to ensure that all future reporting needs go through a single point of contact and are managed through a joint panel with the Corporate Performance service.
12. Develop a reporting calendar, so all services are clear when to expect PIs and other information.
13. Review all service plans in September, to ensure they are all still current and meet the developing needs of the service.

IMPLICATIONS AND RISKS

Financial implications and risks:

None arising directly as a result of this report.

Legal implications and risks:

It is recommended that the Overview and Scrutiny Committee notes the content of the Report and notes that further reports will be presented updating on progress against the agreed action plan.

Human Resources implications and risks:

None arising directly as a result of this report.

Equalities implications and risks:

As a public authority the Council is required to comply with the general duty as set out in the Equality Act .This states that those subject to the general equality duty must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between different groups
- Foster good relations between different groups.

The Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

It is important that the issues relating to under-performance of specific groups of pupils are addressed urgently to remove potential barriers that could prevent specific protected characteristics from achieving their full potential.

BACKGROUND PAPERS