

QUALITY AND PERFORMANCE IMPROVEMENT PLAN 2016-2017							
Strategic Priority	Outcome sought	Need identified through :	Action to be taken	Timescale	Responsible Officer/s	How we will know we have achieved our aim: Key Performance Indicator(s)	Ref: Ofsted Single Inspection Recommendation
1 Achieve a stable workforce of well trained and capable staff and managers with whom children and their families can develop meaningful working relationships	1.1 Stable management team who function at a 'Good' level	1. Strategic plan: 2. Core audit March 2016 findings that Management oversight of casework is insufficient or unrecorded	1. Complete delivery of bespoke management training 2. Complete skills analysis to inform 2017 management training programme 3. Preparation work for 2020 KSS (Knowledge and Skills Statement) accreditation 4. Guidance established to ensure consistent recording and management oversight	March 2017	Head of Service Strategic Commissioning Paul Feven Head of Service SW Lisa Humphreys HR Business Partner Sian Mahadevan	1. Manager Turnover (Team Manager and Service Manager) 2. Scorecard for the new Practice Framework 3. % Social Work Managers (Team Managers and Service Managers) who are permanently employed. 4. Quarterly core audits.	1b
			1. Supervision Framework to be incorporated into Training and Development programme. 2. Accessible and up-to-date policies and procedures to be available for all staff	March 2017	1. Principle SW Annie Hunter 2. Head of Service Strategic Commissioning Paul Feven	1. % Social Work staff who received monthly supervision during the period 2. Scheduled audits -- Impact of Supervision -- Sept, Dec, Mar	1a
	1.2 Children and young people benefit from stable and meaningful relationships with social workers.	1. Audits and feedback from families and workers 2. KPIs: staff turnover and numbers of changes of social worker 3. SIF Ofsted inspection	1. Robust succession plans established by teams 2. Safety plans for children include consideration of impact of change of worker 3. Monitor Children's feedback on the quality of relationship with their social worker and ensure case by case feedback is responded to in live time to deal with issues as they arise 4. Refresh SW recruitment pilot and recruitment and retention policy to focus on retention	1-3: November 2016 and ongoing 4. Autumn 2016 Personnel Board	Head of Service Strategic Commissioning Lisa Humphreys	1. Social Worker turnover 2. % Children in Care who have had more than 1 allocated Social Worker (excluding change of social worker when the child is transferred from DT&A to area teams). 3. % Children subject to a CPP who have had more than 1 allocated Social Worker (excluding change of Social Worker when the child is transferred from DT&A to area teams). 4. Children in care feedback that they benefit from meaningful, stable relationships.	9

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<p style="text-align: center;">2 Ensure all Children in Care are provided with safe and consistent care; their needs identified and met and plans for permanence are timely</p>	2.1 Agreed Quality standards are embedded in staff approach to work	CiC review	1. Agree 'what good looks like' standards across all CiC policies and practice, with engagement with Children in Care Council. 2. Quality standards are shared through management teams and related to current cases 3. Staff identify where standards are met and not being met on a consistent basis through supervision	March 2017	Service Manager Corporate Parenting & LDD Nicky Hale	1. Audit programme will identify use of correct procedures. 2. % cases of good or better quality 3. Children's feedback evidences that quality standards are met.	1a & b
	2.2 The Signs of Safety framework embedded in all policies and procedures and implemented by staff.	CiC review	1. A Children in Care tool kit developed, identifying where Signs of Safety is helping us develop our policy and procedures 2. A Signs of Permanency standard established across all teams.	March 2017	Service Manager Corporate Parenting & LDD Nicky Hale	1. Audit programme will identify use and impact of Signs of Safety 2. % policies and procedures updated to reflect Signs of Safety	5
	2.3 Children in Care who become missing or are at risk of CSE will experience a robust and responsive service to address the cause of their behaviour and reduce the risk	CiC review	1. Refocus current monitoring of children missing on statutory definitions of missing not absent 2. Ensure all missing interview compliance is regularly checked through social work supervision 3. Clarify that it is the social worker responsibility for completion of missing interviews 4. Children at risk of CSE are regularly reviewed through management teams to ensure social work involvement is clear at CSE operational group	March 2017 and ongoing	Nicky Hale with support from Service Managers, Team Mangers, Social workers	1. % of children missing interviews completed on time 2. % of children missing interviews completed to the QA standard 3. audit of priority children identified through CSE operations group confirms appropriate decision making and consideration of the right children. 4. Reduction in % looked after children identified as at risk of CSE over the year Sep 2016 to Sep 2017.	7
	2.4 All Children in Care are in good physical and emotional health and any needs are identified and met; this includes children and adolescent mental health provision, therapeutic help and services for learning or physically disabled children and young people	Performance concerns over timeliness of health assessments	1. Ensure strong, regular review of performance with senior health colleagues is in place to trouble shoot issues and to stay on top of month by month performance 2. Monthly engagement with foster carers and Independent Fostering Agencies to ensure that children are accessing health care and that assessments including SDQs are captured.	October 2016 and ongoing	Service Manager Corporate Parenting & LDD Nicky Hale	1. % children in care who have been looked after for more than 20 working days who have had a health assessment in the last 12 months. 2. % children in care who have been in care for more than 3 months who have had an optician's appointment in the previous 4 months. 3. % children in care who have been in care for more than 3 months who have had their teeth checked by a dentist in the last 12 months. 4. % of children in care registered with a GP. 5. % of Health Assessments completed within 20 working days of a child entering care. 6. % children in care aged under 5 with a development check in the previous 6 months. 7. % eligible children in care who have completed an SDQ according to prescribed timescales. 8. CiC time in days from referral to tier 1 CAMHS services to initial appointment.	3
	2.5 Children who come into care will have plans for permanency in place within timescales that meet their needs and statutory requirements. This will include reunification with parents, placement with connected persons, long term fostering and adoption.	1. Ofsted SIF inspection 2. Performance concerns	1. Post adoption-style practice in supporting Special Guardianship Order (SGO) placements to be developed 2. Develop permanency planning using Signs of Safety model - Signs of Permanence 3. Agree SGO/Adoption package that enables foster carers to adopt/SGO children who have been in care for 18+ months with match for permanence 4. Ensure that Regional Adoption Agency programme development includes a plan for increasing adoption options for older Wokingham children, including promoting concurrent placements as a potential option for children 5. Permanency to be incorporated in Training & Development programme.	March 2017	Service Manager Corporate Parenting & LDD Nicky Hale	1. Percentage of current children in care with a permanence plan in place by their second review. 2. Percentage of current children in care aged 5 and over with a permanence plan in place by their second review. 3. All children under 5 years moves to a permanent arrangement in no more than 9 months after first contact 4. No child or young person is in a temporary short term placement for more than 12 months 5. Quality Assurance through Permanency audit	10
	2.6 Children with complex needs which may need to be met through a period in residential care will have plans which seek to move them on to experience safe and secure family life or a clear plan for moving to independence through early pathway planning at 15yrs 3 months	1. Pathway Plan reviews 2. IRO CLA Reviews	1. Targeted joint work between operational commissioning and Foster Care service to identify placement options for all 14 year olds with complex and additional needs	March 2017	Head of Service SW Lisa Humphreys Head of Service Strategic Commissioning Paul Feven	1. Percentage of current children in care with a permanence plan in place by their second review. 2. Percentage of current children in care aged 5 and over with a permanence plan in place by their second review. 3. All children in residential care have a positive plan and residential care is the correct level of intervention for them	10
	2.7 All children and young people who are not to return to the care of their families will be matched to long term alternative care which will be capable of meeting their long term and changing needs.	Performance concerns over children experiencing unplanned changes of placement in 15-16	1. Refreshed disruption policy learning from national best practice to ensure that children in placements at risk of breakdown have had effective multi agency response prior to breakdown 2. Targeted joint work between operational commissioning and Foster Care service to increase place options for older adolescent boys who may be at risk of placement breakdown	March 2017	Service Manager Corporate Parenting & LDD Nicky Hale Head of Service Strategic Commissioning Paul Feven	1. Percentage of current children in care with a permanence plan in place by their second review. 2. Percentage of current children in care aged 5 and over with a permanence plan in place by their second review.	10

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3. All Care Leavers will be supported to have the highest personal ambition through Personal Advisors who keep in touch to ensure young people have access to appropriate accommodation, education, training or employment and that their health needs are met	3.1 All care leavers will be supported to develop skills to enable them to lead optimum independent lives as adults.	Ofsted SIF Inspection	1. Embed independence training programme 2. A children in care worker targeted to work with identified priority care leavers	March 2017	Service Manager Corporate Parent Nicky Hale	1. % Care Leavers with an allocated Personal Advisor. 2. Feedback from Care Leavers 3. % Care Leavers engaging with life skills training facilitated by Here4U	12
	3.2 Pathway planning for Children in Care begins by the age of 15.5	Ofsted SIF Inspection	Allocate a Personal Adviser to every looked after child at age 15.5	March 2017	Head of Service SW Lisa Humphreys	% Children in Care with a pathway plan and allocated PA in place by their 16th Birthday	12
4. Effective Transition planning and Education Health and Care Planning ensure that we meet the needs of children and families and maximise independence.	4.1. Formal planning for adulthood for children with Special Educational Needs and/or Disabilities begins at age 14.	Ofsted SIF Inspection	1. Joint work with Health & Wellbeing ensures that transition planning to Health & Wellbeing Services is in place for every eligible child at age 14. 2. Disability Strategy programme action to work with Berkshire Healthcare Foundation Trust and Health and Wellbeing Services to establish a single joint agency transition model.	March 2017	Head of Service Strategic Commissioning Paul Feven Head of Service SW Lisa Humphreys Head of Adult Social Care Lynne McFetridge	% eligible children with SEN and/or Disabilities whose transition planning has commenced at age 14.	4
	4.2 Education Health and Care Plans are informed by a genuine multi-agency assessment and planning process which delivers positive outcomes for children across education health and care.	1. Concern over completion of EHCPs within timeframe 2. SIF Ofsted inspection	1. multi agency EHCP group to be established to monitor timely completion of EHCPs, unblock delays and ensure shared ownership of annual planning and review cycle.	March 2017	Head of Service Strategic Commissioning Paul Feven Head of Service SW Lisa Humphreys	1. % EHCPs completed on time 2. Quality audit of EHC plans	4