

Agenda Item 54.

TITLE	Innovations Programme
FOR CONSIDERATION BY	Children's Services Overview and Scrutiny Committee on 20 March 2018
WARD	None Specific;
DIRECTOR	Paul Senior, Interim Director of People Services

OUTCOME / BENEFITS TO THE COMMUNITY

The England Innovation programme (EIP) is a Department of Education initiative designed to pilot new approaches to social work practice and intervention with families. Wokingham Borough Council have been successful in a bid to be part of the EIP to pilot and launch a social work approach and intervention called 'Signs of Safety' along with nine other Local authorities across England.

The approach focussed practice upon risk-based decision making in child protection cases. EIP brings new training opportunities to the workforce increasing skills in decision-making, assessments and identification of family networks.

RECOMMENDATION

Overview and Scrutiny are provided updated information and therefore to note progress on the innovations programme.

SUMMARY OF REPORT

The second wave of the England Innovations Project was launched in September 2017 and we are now in the second quarter of the Wokingham implementation plan. The focus this far has been on developing and refining the implementation plan; establishing where we are in respect of the application of the practice framework in our work with children and families and practitioners' knowledge and understanding of the framework. This is in order to inform the learning and development programmes for practice leaders and practitioners and to establish a benchmark to measure progress over the course of the implementation project.

Other focus areas were:

- Aligning child protection case conferences with the practice framework
- Bringing basic Signs of Safety Training in-house
- Involving multi-agency partners in the implementation process
- Incorporating the Signs of Safety forms and documents into Mosaic
- Aligning the core audit process to the practice framework

1. Implementation Plan and Trajectory

The implementation plan was finalised in November 2017 and the trajectory spans the duration of the Innovations Project which concludes in September 2019. The plan is divided in four quarters each year with the key deliverables, including the Munro, Turnell and Murphy Consultancy (MTM) deliverables set out for each quarter. There are eight Leaders' Workshops over the two-year period, which is the main forum for the ten Local Authorities in the Innovations Project to share learning from their individual implementations and to track overall progress and direct planning at strategic level.

The implementation in each Local Authority is supported by a consultant from MTM. Wokingham's consultant is Joke Wiggerink. There are monthly calls between the Steering Group and consultant as well as quarterly consultant visits to track progress and support the implementation. The MTM practitioner survey was completed in January 2018 and this forms part of the MTM action research for EIP2.

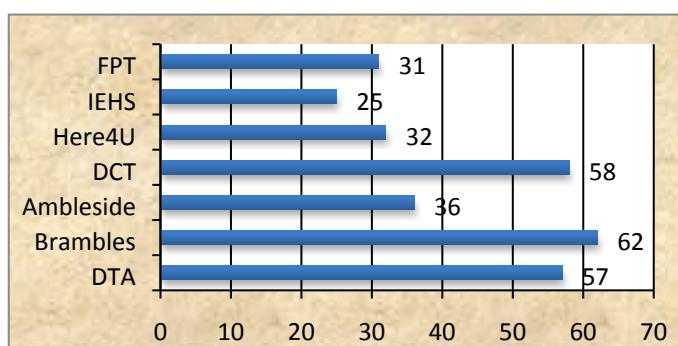
Progress is tracked locally via the quarterly score card, monthly steering group meetings, monthly project update reports and monthly project leads meeting as part of the borough's wider Quality Improvement Programme.

The practice leader's development programme is now in place with all eight sessions planned throughout EIP2.

2. Where we are

Extensive work was carried out to establish where the various children's teams are in respect of their knowledge / understanding of the practice framework. A cross section of 51 practice leaders and practitioners participated in the knowledge questionnaire in November 2017.

Figure 1 – Knowledge score (%) by team

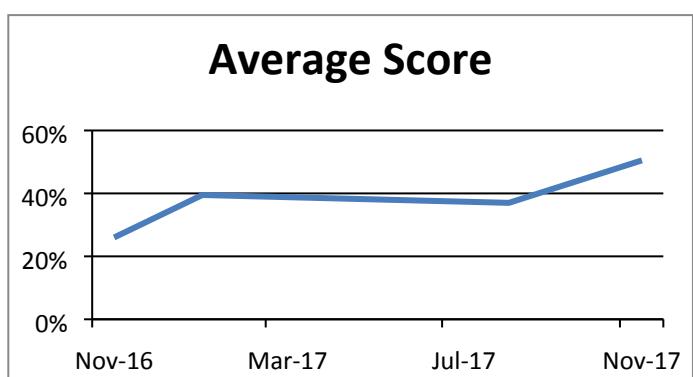


The average knowledge score across the service is 34%. This score is surprisingly low given that more than 80% of the workforce has completed at least the 2-day signs of safety training and the majority of staff had been part of the EIP1. Although the figure is low it provides a benchmark to measure progress against when the annual review takes place in August 2018. The

results identified the specific areas to target during the practice leader's development sessions, bi-monthly practice development morning sessions and team based learning.

Figure 2 indicates the overall progress made since November 2016. There is evidence of progress in workers' application of the practice framework across most of the areas measured in the scorecard, with the most significant progress in the use of trajectories in plans and involving the wider family network in safety planning. The mapping process now appears to be embedded in practice in the safeguarding teams; however, the figure is still very low for the Here4U team. Good progress has also been made in respect of the use of the Signs of Safety tools in direct work with children.

Figure 2: Average score across all seven aspects of the score card



The use of group supervision is the area where the least progress has been made. The cases with recorded group supervision sessions were mainly the cases involved in case consultations with Pene Turnell and the cases put forward for the service wide monthly group supervision sessions. There are few examples of cases where group supervision took place within teams to move forward

complex or stuck cases.

3. Participatory conferences:

A LSCB task and finish group has been established to support the implementation of participatory conferences. The conference process has now been aligned with Signs of Safety and there is a standard working agenda for conferences in place to promote consistency between the Child Protection Chairs. The timescales for submitting reports to initial and review conferences are in line with the expectations set in Working Together and performance in this area is monitored via the monthly performance surgeries. A draft information leaflet for parents and carers is now complete and ready for wider consultation.

A two-day CP Chair development and coaching programme is due to take place on 15th March 2018 and 16th April 2018.

4. Bringing basic training in-house

Four members of staff have completed a coaching / train-the-trainer programme with Resolutions and from March 2018, the two-day Signs of Safety training will be delivered in-house for Wokingham staff and LSCB partners. A three-hour Signs of Safety induction session is offered to all new staff within the first week of employment.

5. Involving multi-agency partners in the implementation process

A Multi-agency partnership workshop took place on 6th February 2018. Around 40 professionals attended the event from different partner agencies. The workshop focussed on mapping out partner agency training and support needs concerning the practice framework.

6. Aligning the core audit process to the practice framework

The Core Audit tool has been aligned to the practice framework and is now used for the bi-monthly core audits as well as the audits carried out during practice development week.

7. Incorporating the Signs of Safety forms and documentation into Mosaic

The Signs of Safety forms have been purchased for implementation in Mosaic. A Signs of Safety Mosaic user group has been established to support implementation. The next step is to map out the key changes between the existing and new forms and look at the workflow implications in Mosaic. The project group will meet during the first week in April 2018 to start this work. Wokingham will receive additional support from MTM and Servelec to assist in the implementation as part of the Learning Lab.

The key milestones for the next 6 months are:

- Setting up a project group to progress the Learning Lab, key tasks will be around the information sharing agreements, memorandum of understanding with MTM and process for seeking service user consent.
- Embedding participatory conferencing and development work with managers and assistant team managers to ensure that the style of chairing all meetings with families and their networks is consistent with the style used in conferences
- Strong focus on safety planning and networks in the practice leaders' development programme and practice development morning programme to improve performance in this area
- Annual review of the implementation progress in August 2018
- Implementing the Signs of Safety forms and documents in Mosaic.

8. FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	N/A		
Next Financial Year (Year 2)	N/A		
Following Financial Year (Year 3)	N/A		

Other financial information relevant to the Recommendation/Decision

N/A

Cross-Council Implications (how does this decision impact on other Council services, including properties and priorities?)

N/A

List of Background Papers

MTM Guide for Local Authorities - [G:\EIP Team\EIP2 Project management\Implementation guidance and key documents\170904 Guide for LAs and MTM Final \(2\).pdf](G:\EIP Team\EIP2 Project management\Implementation guidance and key documents\170904 Guide for LAs and MTM Final (2).pdf)

EIP Implementation Plan and Trajectory - <G:\EIP Team\EIP2 Project management\EIP2 Implementation guidance and plans\WBC implementation plan and trajectory -Dec 2017.docx>

Score Card report - <G:\EIP Team\EIP2 Project management\Score card\Score card data report Version 2.docx>

Staff knowledge questionnaire - <G:\EIP Team\Surveys, feedback and AI's\Signs of Safety knowledge quiz analysis.docx>

Reasons for considering the report in Part 2

N/A

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