

# Getting to Outstanding

Where are we on  
our journey?

# Our starting point – An independent view

- A stable workforce and social workers who have the time they need to work purposefully with families and children.
- Strong partnerships that strengthen the response that families get when they are in crisis.
- Social workers, Family Key Workers and Personal Advisors who know the children they work with very well. Children increasingly receive the help and support they need from the right people at the right time.
- Children in care and care leavers live in permanent, stable homes and make good progress in all but a small number of cases.
- A sophisticated approach to performance management resulting in there being a tight grip on practice
- A consistently good response to families and children

Ofsted 2019 Inspection of Children's Social Care Services – Judgement grade: GOOD

# Progress on Ofsted recommendations

- Community awareness of private fostering arrangements
- Impact of services on children's health and education when in care
- Clarity and accuracy of children's records when in care
- The availability of suitable placements for children when they first come into care
- The quality of Social Work supervision

# Line of sight

- The Ofsted inspection of 2012 highlighted the importance of leaders maintaining a clear line of sight through to frontline service delivery.
- How effectively do our systems and structures ensure this is consistently achieved, that complacency does not creep in and that we have a detailed and accurate understanding of the quality of our practice and outcomes for families and children?

# Deputy Leader with responsibility for Children's Services, Education and Skills

Councillor Laura Mayes

Photo here

Personal statement here

## Leadership & Scrutiny

- Challenge, scrutiny and support Children's Services through Performance & Outcomes Board
- Corporate Parenting Panel
- Children's Select Committee
- Children in Care Council including Shared Guardian Sessions

## Practice & Performance

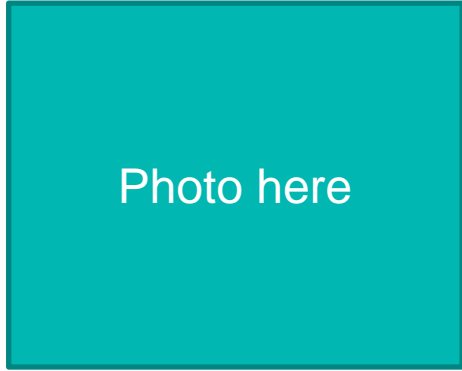
- Challenge, scrutiny and support at Annual Team Performance Reviews
- Scrutiny of complaints and compliments
- Scrutiny of Annual Reports: Audit, IRO, Corporate Parenting, SVPP, Fostering, Adoption West
- Oversight of outcomes from Peer Reviews and Peer challenges
- Reg 44 Visits to Cannon's House and & Aspire House

## Voice

- Direct engagement with children and young people – facilitated by Child & Youth Voice Team
  - Podcasts
  - Celebrations
  - Shared Guardian Sessions
- Regular Child & Youth Voice review meetings

# Corporate Director – People; Director of Children’s Services (DCS)

Lucy Townsend



Personal statement here

## Leadership & Scrutiny

- Chair of Children’s Services Performance & Outcomes Board
- Regional South West Chair of Sector Led Improvement
- Corporate Parenting Panel
- Children’s Select Committee
- Health & Wellbeing Board
- Children in Care Council
- People Directorate – Directors meetings

## Practice & Performance

- Annual Team Performance Reviews
- Observations of practice
- Scrutiny of audits, complaints and compliments
- Annual Reports: Audit, IRO, Corporate Parenting, SVPP, Fostering, Adoption West
- Peer Reviews and Peer challenges

## Voice

- Direct engagement with children and young people – facilitated by Child & Youth Voice Team
  - Podcasts
  - Celebrations
- Meet our Leaders
- Chair of Staff Reference Group
- Manager Forums
- Virtual walkabouts

# Director of Families & Children's Services

Martin Davis



Personal statement here

## Leadership & Scrutiny

- Attends Children's Services Performance & Outcomes Board
- Corporate Parenting Panel
- Adoption West Board of Directors
- Children's Select Committee
- Children in Care Council
- Attends Performance & Outcomes Groups
- Co-Chair SMT Audit Group
- People Directorate – Directors meetings
- Chair of Senior Management Team (SMT) and Performance SMT
- Co-chair Vulnerable People's Stakeholder Group

## Practice & Performance

- Annual Team Performance Reviews
- Observations of practice
- Scrutiny of complaints and compliments
- Annual Reports: Audit, IRO, Corporate Parenting, SVPP, Fostering, Adoption West
- Peer Reviews and Peer challenges
- Senior Management Team meetings
- Head of Service 'Keep in Touch' KIT meetings
- Service-level Team Meetings
- Auditing and moderation

## Voice

- Direct engagement with children and young people – facilitated by Child & Youth Voice Team
  - Podcasts
  - Celebrations
  - Shared Guardian Sessions
- Children in Care Ambassador
- Regular Child & Youth Voice review meetings
- Meet our leaders
  - Manager Forums
  - Virtual walkabouts

# Self Evaluation

## Our People

- Strong, passionate, political, strategic and operational leadership
- Stable, well trained and supported workforce and relationship-based practice model
- Quality data and effective performance management
- Ambitious and innovative transformation programme (FACT) and highly effective partnerships
- A highly effective Integrated Front Door
- An effective Family Keyworker Support Service intervening early and preventing the need for social care services
- Investment in an integrated case management system with work underway to connect to health records



## Self Evaluation cont.

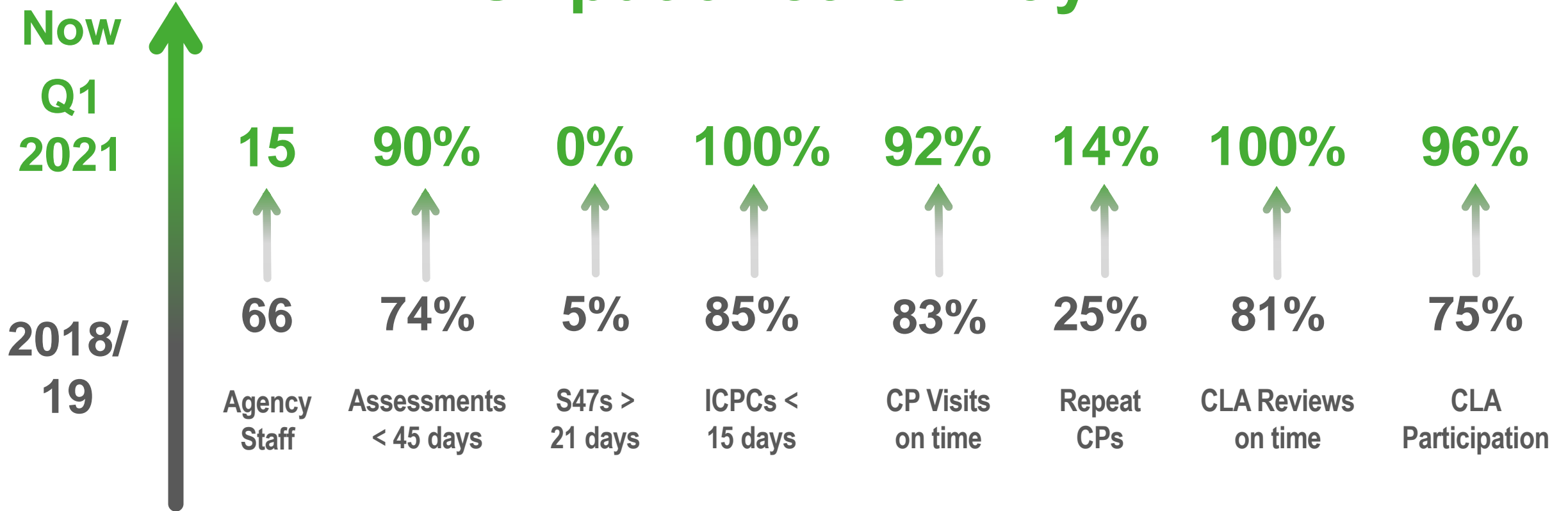
- An enhanced QA system which demonstrates greater consistency of practice across service areas
- Continued innovation and strong performance during period of pandemic
- Achieving Fostering Excellence
- Addressing the risks of criminal and sexual exploitation
- Achieving better health and education outcomes for our children in care
- Delivering and continuing to improve our Care Leaver Offer
- Rapidly improving Child & Youth Voice engagement and co-production
- A strong scorecard benchmarking consistently well against statutory neighbours and good/outstanding LA's

Indicator	2018/19 (Q4, FY or 31 Mar snapshot)	Quarter 1 2021/22
Agency staff	66	<b>15 (Sept 21)</b>
Missing Return Interviews completed	48%	<b>70%</b>
Re-referral rate	15%	<b>14.5%</b>
Single Assessments within 45 days	80%	<b>92%</b>
Private Fostering notifications followed up within 7 days	82%	<b>100%</b>
S47s recommend ICPC	33%	<b>49%</b>
ICPCs over 21 days of Strategy Discussion	5%	<b>2%</b>
ICPCs within 15 days of Strategy Discussion	85%	<b>93%</b>
RCPCs within timescales	93%	<b>99.6%</b>
CP visits on time under 2 weekly practice standards	83%	<b>93%</b>
Repeat CP Plan within 2 years of last	14%	<b>7%</b>
CP Plan ceased over 2 years	5.3%	<b>1%</b>
CLA 2-year stability	75%	<b>80%</b>
CLA with 3+ placement moves in one year	8.9%	<b>6.9%</b>
CLA placed out of county	38%	<b>29%</b>
% in LA foster provision	35%	<b>38%</b>
Pathway/Care plans in place	45%	<b>87%</b>
CLA Reviews on time	81%	<b>95%</b>
CLA participating in Reviews	75%	<b>95%</b>
CLA with fixed term exclusions	84 (AYr)	<b>63 (AYr 20/21)</b>
% of those leaving care who were adopted	23%	<b>27%</b>
CLA Early Years achieving a Good Level of Development	25% (AY)	<b>50% (AY 20/21)</b>

# Performance snapshot

Continued and ongoing improvement driven by robust oversight and an open and transparent “high challenge, high support” performance management culture

# Or put another way...



## Quality of practice...

- Consistent positive performance overall by practitioners - particularly proud of this given the impact of Covid-19
- Overall reunification, Life Story, child voice and quality in assessing have the strongest audit profile
- The number of Outstanding cases seen in audits is increasing and areas for development decreasing
- Strong multi-agency working is evident, with good planning
- Children and young people's views and welfare is integral and creative direct work is seen. Practice is child centred.
- A range of social work approaches are seen, strengths based, relationship based and trauma informed, highlighting a creative bespoke approach to each family

## ...and embedding learning

- A rich learning culture is evident
- Extensive range of practice improvement opportunities – responsive to local and national emerging themes (e.g. rise in referrals for eating disorders during covid)
- Engagement in regional and national training and development – effective Teaching Partnership programme
- Repeat audit and staff voice to evidence impact and any areas for continued development
- Course evaluations evidence improved staff knowledge, confidence and understanding

# Areas for practice development

- Reunification - recognising the enduring significance of family and relationships throughout the child's journey
- Consistent use of impact chronologies to enhance analysis and the effectiveness of planning
- Develop practitioner confidence in working with and assessing male domestic abuse perpetrators
- Ensure everyone understands the reason for our involvement and the changes required
- Balance holistic and targeted assessments when working with parents who misuse alcohol or substances.
- Ensure fathers fully feature in our assessments and planning and in doing so secure better outcomes
- Be even more tenacious and creative in our approach to engaging hard to engage young people
- Permanence planning is timely, and children understand their story and lived experience
- Transition planning will be seamless in preparing children and young people for adulthood

# Our drive to innovate remains undiminished

Establishing our Child  
and Youth Voice  
Team

The Social Care  
Academy

The implementation of  
TRiM for us all to  
access for support

The creation of the  
Practice Lead role

The Family Led  
Review

Relaunch of Mind of  
My Own App

Dad's Matter Too  
Fostering Excellence  
Family Drug & Alcohol  
Court (FDAC)

Safer Families  
Let The Future In  
Sector Led  
Improvement

# Seven strategic priorities

1. Children and young people are central to everything we do; therefore, **we will listen to their voice and use this to inform practice development.** We will ensure their voice is clear in all our work and they understand fully why decisions are made.
2. That **father's voices are heard, and we build on their strengths as well as recognising their potential risks;** that we work with them to be part of their children's lives.
3. Our Early Help offer is strong. Families get the right help at the right time from the most appropriate professionals; and our **partnership working encourages early help from the front door and upon step down.**
4. We work collaboratively and have **good access to CAMHS and SEND to support children** and young people's mental health and thrive educationally and socially.

5. Children and young people's needs are matched to the right carers be that with extended family, foster care or adoption. **We have placement choice** to match children and young peoples need for therapeutic care to support them to recover from their trauma. **Permanence planning is timely**, and children understand their story and lived experience
6. **Transition planning will be seamless** in preparing children and young people for adulthood.
7. To support our workforce to be their best; to be happy in their roles, learn and develop. **To promote creativity and celebrate our successes and differences.**



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#### PASSION

- We know our families and **care deeply** about them **achieving their dreams**

- ▼ We know our children and families well and want the very best for them
- ▼ Our relentless determination to do better each day in all that we do
- ▼ Our stable and effective management and leadership
- ▼ Our strong, passionate and dedicated workforce

2

#### PARTNERSHIP

- We create **strong relationships** to deliver real and lasting change

- ▼ Our commitment to effective relationships - creating openness and trust
- ▼ Our collaborative approach to improvement and innovation
- ▼ Our investment in our ambitious, collaborative Families And Children's Transformation Programme

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#### PRACTICE

- We are relentless in our determination to deliver the **best possible service**

- ▼ Doing the simple things really well
- ▼ Our commitment to continuous learning and practice development
- ▼ Our reflective, open and strengths-based support for our staff
- ▼ Our relationship-based approach to supporting children and families to achieve their dreams
- ▼ Our integrity



## Getting to outstanding

### Ensuring all Wiltshire families thrive