

Appendix 1: Improvement Plan Workstream progress reports, February 2019

Management and Practice Workstream	
What's working well and how do we know?	What are we worried about and what are we doing about it?
<ul style="list-style-type: none"> • Good examples of social work and Early Help practice identified by Ofsted which are being celebrated and shared (verbal feedback from HMI's) • Sustained improvement in some KPI's • Average caseloads across the Service remain below target levels with the exception of Leaving Care • Improvement in timeliness of CIN visits, now above target, although this target may need reviewing to be more ambitious • Timeliness of visits and CP Plan reviews remains strong • PEP improvements from a low base • Findings from January practice week suggest that more recent work is generally better and some examples of good work have been observed • Family Group Conferencing service has received 49 referrals to date and completed 28 FGCs and plans, with 23 of these plans focused on preventing children from coming into care (90% of feedback from children and families involved in FGC has been positive) 	<ul style="list-style-type: none"> • Ensuring supervision is more reflective <ul style="list-style-type: none"> ➤ Action/s: Collating good supervision examples and video role play with director live on practice library ➤ commissioning systemic training for managers to start in April19 • Quality of plans our audit findings and feedback from Ofsted suggests that plans still require significant improvement to be SMART, purposeful and outcomes-focused <ul style="list-style-type: none"> ➤ Action/s: Workshop to be held with Children's Leadership team in March to gain shared understanding of 'what good looks like' and create a 'Plans on a page' briefing to discuss and share in service and team meetings • UASC and CiCC practice and performance <ul style="list-style-type: none"> ➤ Action/s: New Head of Service (18/2/19) taking robust approach to improving performance and practice with support from an HR specialist • Persistent underperformance in some KPI's: in CIN work (visits and reviews), timely pathway planning [LAC 15], PEPs [LAC 13] and visits to foster carers [F4] <ul style="list-style-type: none"> ➤ Action/s: Addressed through weekly performance and practice clinics which began 22/1 ➤ proposal being developed to create dedicated brief intervention teams in the assessment service to work on CIN cases

Workforce workstream	
What's working well and how do we know?	What are we worried about and what are we doing about it?
<ul style="list-style-type: none"> • Tangible reduction in caseloads observed by Ofsted, but service averages skewed by NQSW numbers (~0.6). This should support attraction and retention efforts. • Clear progression pathways for social workers have been agreed and shared with staff to aid retention efforts. Learning and Development Programme well-received with good take-up • Positive response to Staff conference on 31st January and direction of travel outlined by Leadership team. SRG feedback that visibility of leadership has improved with new Directors. Ofsted also fed back that staff are appreciative of new leadership and direction. • High number of applicants for NQSW posts (over 50) and FGC Coordinator roles 	<ul style="list-style-type: none"> • High workforce turnover, specifically in care planning and assessment service <ul style="list-style-type: none"> ➤ Action/s: R&R package agreed to help retain talented staff and convince locums to become permanent. ➤ Additional HR capacity agreed to focus on performance management (in place), locum conversion and creative recruitment strategies (e.g. social media). ➤ HR to work with performance team to gather intelligence about the impact staff turnover is having on children. • Engagement of new recruits from offer to contract is not slick enough so we are losing potential staff due to recruitment timeframes and lack of contact during the pre-starting period <ul style="list-style-type: none"> ➤ Action/s: Monthly recruitment panels with defined responsibilities within service contact before working • Better one-team culture, with recognition of non-social care staff e.g. Personal advisors, early help support workers, business support <ul style="list-style-type: none"> ➤ Action/s: Leadership team and managers highlight contribution, encourage nominations for Excellence in Practice from across the service – ongoing. Development of L&D offer for Early Help – 19/2 • Improved support to team managers <ul style="list-style-type: none"> ➤ Action/s: Further focus on supporting team managers e.g. BASW sessions on strength-based practice, getting the basics right and how to get to good/outstanding practice from April 2019

Partnerships Workstream	
What's working well and how do we know?	What are we worried about and what are we doing about it?
<p>Early Help: Inspectors saw early positive signs that new model is welcomed by staff and that we are on the right trajectory. Inspectors saw practice that was of good quality with sophisticated work by confident' and 'capable' practitioners.</p> <p>LAC Health review: Recommendations from the LAC Health are being implemented</p> <ul style="list-style-type: none"> • 2 LAC champion/health lead from social care have been identified. • a regular Partnership LAC Health operational meeting with health and social care partners to address data and performance issues across LAC health reporting. First meeting on 7 February focussed on therapeutic support on offer to children and young people in the care of Croydon Council • a new Joint Health/CSC workflow built into CRS to ensure a more streamlined approach to recording referrals to health and completed health assessment. Reconfiguration. First meeting to focus on the CSC pathway will take place on 26 February 2019. 	<p>Early Help: Fit for purpose Early Help bases to support partnership working and family intervention in localities.</p> <ul style="list-style-type: none"> ➤ Action/s: Business case developed to refurbish the north and south locality hubs- timescales to be determined- to make them fit for purpose. <p>Low referral rates into LAC CAHMS:</p> <ul style="list-style-type: none"> ➤ Action/s: Director and Corporate Parenting leadership to encourage more referrals and comms plan to be developed with LAC CAMHS lead to raise awareness of CAMHS services available to looked after children and young people <p>Impact of permanency and placement processes on LAC health: Performance around initial health assessments for looked after children is being negatively impacted by clunky processes which are currently under review (for example, timely notification of new LAC, including those placed with friends and family, timely notifications of placement addresses, and consent to medical requests uploaded to CRS).</p> <p>Action/s:</p> <ul style="list-style-type: none"> ➤ Transformation of service underway ➤ System review of permanency pathways in train. ➤ Centralised 'panel approach' for being looked after being developed, to go live by April.

Platforms workstream	
What's working well and how do we know?	What are we worried about and what are we doing about it?
<ul style="list-style-type: none"> • Performance: SW's supported weekly to ensure compliance on case recording of the 'Croydon 5' (visits, plans, supervisions, case summaries and chronologies). 1st round of performance clinics – focused on outstanding PEPs, Young people & LAC who go missing, supervisions • Finance: Agreed 2019-20 growth requirements for CFE with Exec Director. • Business Support: Business support growth bid and new structure agreed for 2019/20. Recruitment underway for 11.5 permanent posts, 18.6 fixed term contract posts • CRS: Mandatory training (recent decision to move from 1 to 3 day). CRS e-payment form rollout on course for end of March (positive feedback received). Positive feedback on CRS team support (Bureaucracy Busting workshop 15 February) • Commissioning: The Placements Board, co-chaired by Commissioning and the Service, overseeing the transformation of the service in place and met on 6 February • A high cost placement panel has been established and met on 7 Feb 	<ul style="list-style-type: none"> • Performance: The volume of CRS amends required to support areas of specific service recording; Staffing capacity of Performance Task team to manage demand <ul style="list-style-type: none"> ➤ Action/s: CRS amends to be timetabled Task team resourcing needs ➤ Request to extend the task team for decision by the end of March. • Finance: Practitioner workshop to identify pain-points in payment processes <ul style="list-style-type: none"> ➤ Action/s: Meetings to resolve issues and report back to next Platforms Task Group meeting in March 2019 • Business support: Culture change to create one-team ethos with service <ul style="list-style-type: none"> ➤ Action/s:, Business Support Workshop hosted by ED on 7 March ➤ Business Support staff conference on 22 March to launch new structure and approach. • CRS: Knowledge development needs for some longer-serving staff; progress in developing Adoption workspace on CRS <ul style="list-style-type: none"> ➤ Action/s: Meetings with new Service Leader for Adoption to scope requirements by end of March. ➤ Refresher training for staff identified as needing support – ongoing • Commissioning: Placement processes require streamlining <ul style="list-style-type: none"> ➤ Action/s: End to end process project initiated, with a revised set of streamlined processes to be agreed by April. ➤ Co-owned Placements duty system to be implemented and championed across the placement and fostering services. ➤ Placement Team restructure to be launched on 11 March 2019