

Warwickshire County Council Outcomes

Warwickshire's communities and individuals are supported to be safe, healthy and independent

Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure

Children and Families Business Unit Outcomes

Children's needs do not escalate and become complicated & expensive.

Fewer Children need to come into or stay in care.

Children are in good quality placements that deliver value for money



Service Key Actions

| Early Help Service | | | | Specialist Interventions | | | | Initial Response | | | | | Safeguarding & Support | | | | | | Corporate Parenting | | | | Safeguarding, Quality and Assurance | | | | |
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| 1. Ensure that the issues identified by OFSTED and the Early Help Peer Review are addressed. | | | | 1. Provide robust and timely edge of care interventions to ensure robust support to stop concerns escalating. | | | | 1. Providing good quality assessments, which are both evidence based and analytical, to clearly detail children's needs and appropriate services | | | | | 1. To provide social workers with an average case load of 15, thereby providing them with the ability to undertake intensive relationship based social work. | | | | | | 1. To recruit, assess and support a range of fostering placements, offering stable placements which meet the needs of our young people | | | | 1. To support the learning and development of staff and partners at all levels to improve the quality of practice | | | | |
| 2. Develop a Service that builds the independence and resilience of children, young people, parents and carers that reduces demand through preventing escalation and sustaining de-escalation | | | | 2. Establish robust new Early Help & Child in Need Strengthening Families service. | | | | 2. To pilot the 20 day family meeting to enable families to identify their own support package. (this is being piloted in the south assessment team and will be rolled out across the county if successful) | | | | | 2. To safely reduce child protection numbers to the levels of our statistical neighbours. | | | | | | 2. Our ambitions for Children who are looked after and care leavers will be high. | | | | 2. To ensure that learning from a range of quality assurance activities is identified, shared and disseminated and used to develop training and revise procedures to embed learning. | | | | |
| 3. A co-ordinated approach to our (WCC and Partners) assets (buildings, people, commissioned services) to maximise resources and impact in relation to service delivery objectives | | | | 3. Develop high quality, consistent services across the county. | | | | 3. All viable family and friends options will be exhausted at the 20 day meeting, avoiding accommodation of a child or young person unless absolutely necessary. | | | | | 3. To safely reduce our looked after numbers in line with our statistical neighbours seeking to keep children at home with birth families where this is possible; to actively support rehabilitation plans where this is safe and appropriate; and, by reducing the timescales for moving to all permanency plans, including CAGs, SGOs and Adoption. | | | | | | 3. Young people have access to and good working relationships with senior leaders across the county, who will be champion corporate parenting responsibilities. | | | | 3. To improve practice in relation to the identification and management of neglect | | | | |
| Priority Families | Early Help Single Assessments | Youth and Community Centres | Children and Family Centres | Strengthening Families | Alternatives to Care | Specialist & Targeted Support | Family Focus | Multi-Agency Safeguarding Hub | Emergency Duty Team | North & East Assessment & Intervention | South Assessment & Intervention | CSE, Missing, Trafficking Team | North Warwickshire & Bedworth Children's Team | Nuneaton Children's Team | Rugby Children's Team | Warwick Children's Team | Stratford Children's Team | Special Educational Needs & Disability (SEND) Team | Placement Hub and Fostering Support | Recruitment, Assessment, Training, Fostering Panel | Asylum and Leaving Care | Children's Participation | Principal Social Worker and Centres of Excellence | Assurance (including LADO service, Audit Functions and Policy Development) | WSCB Development Team | Independent Reviewing Service (IRS) | Education Safeguarding |
| 1. Ensure adherence to MHCLG Requirements for the Troubled Families Programme as evidenced by national and local audit processes. | 1. Implement a new early help strategy which enables a shared understanding by parents and professionals. | 1. Ensure that income targets are achieved to ensure that the costs of the centre and associated staff are met for 2018/19. | 1. Deliver the implementation of Children and Family Centres in timescales and within the agreed budget including effective oversight of the transition period. | 1. Establish a consistent new approach to targeted support and child in need services across the county. | 1. Extend the Family Group Conferencing (FGC) service to enable availability at the earliest opportunity before concerns escalate. | 1. Implement the stepped approach and further avenues of support within localities to ensure prevention and early intervention opportunities are utilised. | 1. Ensure consistent countywide approach and process for Specialist Assessments. Within the context of reducing assessment and increasing support to parents. | 1. Ensure continued consistency of thresholds, which are understood by partner agencies to enable families to access the most appropriate service. | 1. Ensure timely response to any adult or child safeguarding concern out of hours. | 1. All children to be seen within 5 working days after the decision to complete a single assessment. | 1. All children to be seen within 5 working days after the decision to complete a single assessment. | 1. Reducing the number of incidents of a young person going missing. | 1. Reduce the number of children subject to Child Protection plans by providing timely support and interventions; clear and focused assessments; effectively utilising the step up/step down process, including PLO; ensuring plans are SMART, which incorporate FGC. | 1. A full establishment of staff to reduce case loads and ensure we deliver a safe and consistent service by a) providing high quality and regular supervision b) continuing to promote a learning and development culture to develop staff skill, retain staff and promote succession planning. | 1. To improve placement stability by a) ensuring that we have robust Care Plans which clearly identify children's priority needs, how we are going to meet them and how this objective can be measured. b) ensuring that permanency options are explored at an early stage and are given the priority they require in order to prevent drift. | 1. A full establishment of staff to deliver a safe, effective and consistent service by a) provide high quality supervision b) learning and development culture to develop staff skills and retention. | 1. Identifying extended family members at an early stage to provide respite or an alternative to care. | 1. Continue to develop practice within the team to encourage families to seek support from extended family and their community and which encourages assessment of a child's needs on a systemic level rather than a focus solely on disability with a view to improving outcomes for that child. This includes capturing the voice of the child. | 1. Giving accurate relevant and balanced information to foster carers and Young People prior to the commencement of a placement. | 1. To increase capacity in foster care to ensure a range of placement options. This includes training and supporting foster carers support the rehabilitation of children back home. | 1. Young People will have a pathway plan that they produce with the support of their Social worker/ Personal Advisers which will help to identify future goals and aspirations and how we will work together to achieve these. | 1. We will support young people to tell their care history stories in order to enable practitioners to learn from their experiences and better inform and develop practice positively. | 1. To develop, deliver and evaluate a programme of support to Newly Qualified Social Worker (NQSOW) across the county. | 1. To ensure that the LADO Service provides timely and effective responses in order that children are appropriately safeguarded. | 1. Re-design the 'Working Together' inter-agency training course to focus more strongly on core WSCB messages, including providing the right help at the right time and supporting children to remain at home with their families where it is safe to do so. | 1. To support the consistent application of thresholds for child protection conferences and the development of Smart outcome focused plans that are regularly reviewed and progressed within agreed timeframes. | 1. Ensure that schools and the wider education sector have the resources, training, advice and guidance they need to identify concerns about children as early as possible. Followed by provision of early help which prevents concerns escalating or make effective referrals with reference to WSCB procedures. |
| 2. Maximisation of payment by results income with a minimum of 500 claims for 2018/19. | 2. Increase practice skills in the universal workforce to encourage a strength based approach in line with Warwickshire's Theory of Change model. | 2. Conduct a review of the current Youth and Community Centre model with a view to alignment with Children and Family Centres. | 2. Ensure that the risks of clawback are mitigated through transfer of assets with a predominantly early years usage. | 2. Work with partner agencies to ensure timely targeted support through Family Support Work, to prevent concerns escalating, especially utilising the Locality Social Workers to support EHAS community to prevent escalation. | 2. Avoiding Foster Care, SGO and Adoption breakdown through the establishment of therapeutic targeted youth support provision. | 2. Develop use of programmes to support the reduction in Children Looked After, Child Protection and CN, through specific targeted youth hubs. | 2. Establish consistent countywide approach to family time (contact) for children in care. | 2. Strengthen Early Help Pathway via Family Information Service to provide immediate support to families who face homelessness. | 2. Work with the Youth Offending Service and Custody to prevent children being in the care or custody overnight. | 2. All Single Assessments to be completed within 45 working days. | 2. All Single Assessments to be completed within 45 working days. | 2. Implement a multi agency audit tool to ensure consistency of practice within the multi agency team. | 2. Reduce Court timescales by ensuring that assessments are 'front loaded', ensuring clear management oversight to prevent court deadlines being missed; develop the standard of written work; ensure family members are identified and assessed pre or early proceedings. | 2. Reduce Court timescales by ensuring that assessments are 'front loaded', ensuring clear management oversight to prevent court deadlines being missed; develop standard of written work; ensure family members are identified and assessed pre or early proceedings. | 2. To reduce the numbers of Looked After Children by ensuring robust and timely intervention a) all edge of care cases will be referred for a consultation with the systemic family therapist b) all cases where we seek legal advice with a view to initiating the PLO process or care proceedings will be referred for a consultation with the systemic family therapist. | 2. Reduce the number of children subject to child protection plans by a) clear understanding of Thresholds and Step Down Services b) SMART Plans c) effective use of PLO to avoid drift and escalation d) stable work force. | 2. To ensure that all plans are SMART, and focuses on key issues. | 2. Establish a SEND resource panel to increase the quality assurance oversight of assessments and proposed packages and to ensure consistency and equity in relation to support packages provided to families. | 2. Develop foster carer peer support. Pilot a mockbird style scheme. This includes training and supporting foster carers support the rehabilitation of children back home. | 2. Development of a mainstream assessment team, meeting 4-6 month completion timescales. | 2. We will provide a support service offering advice and guidance on how to improve health outcomes and train them to live in independent tenancies. | 2. We will communicate with young people, and review technology that will support us. To enable us to engage with as many young people as possible, enabling them to give their views on our service and development. | 2. To ensure that all workers in Children and Families are aware of the importance to keep children in their families where it is safe to do so and at the heart of their practice. This will be auditable and tangible. | 2. To explore the themes emerging from the enquiries and allegations managed through improved recording and reporting. | 2. Support, and provide professional advice, to the multi-agency working group progressing a partnership Neglect strategy ensuring learning from neglect SCR is addressed. | 2. To ensure that review processes support placement stability and evidence how the placement is supporting permanency planning for the child. | 2. Deliver a range of effective training courses for school leaders, governors and staff that enable education personnel to safeguard children effectively, with a focus upon prevention and early intervention. |
| 3. Develop business model for 2018-2020 that recognises diminishing funding and the impact that this will have on services to children and families. | 3. Support the initiation of EHSA in the network and enable rapid step downs of cases from Children's Social Care | 3. Ensure that the future model is able to manage the balance between income maximisation and service delivery objectives. | 3. Ensure effective partner engagement to ensure that the future children and family centre model is rooted in multi agency delivery at a locality level. Which includes implementation of the stepped approach through the delivery of a rolling programme of parenting programmes. | 3. Deliver high quality robust CNL service in order to support families to implement changes and avoid escalation of need to CP or CLA. | 3. Implement a new support offer for connected others, including peer support and training opportunities. | 3. Widening Participation to include the use of Young Ambassadors/ Advisors. Children and young people's voices and involvement in the design of services should be evident. | 3. High Quality Family Support service to support families to make and sustain change. | 3. Streamline notifications processes and improve assessment contribution to Education and Health Care Plans. | 3. To ensure that there are robust support through the out of hours foster care and care leavers support line to prevent placement breakdown. | 3. 60% of Single Assessment to be completed within 10 working days. | 3. 60% of Single Assessment to be completed within 10 working days. | 3. Implement new integrated approach to CSE assessments and multi agency plan's. | 3. Reduce number of children in care by effective use of FGC; ensure that children's care plans are effectively reviewed which includes if the families circumstances have changed which may support rehabilitation; promote family contact; discharging Care Orders at home/ kinship placements in a timely manner. | 3. Ensure that all Child in Need cases have a SMART Plan and do not drift. This will include timely consideration of transfer to Strengthening Families or Early help or stepping up to KPC where appropriate. | 3. Reduce Court Timescales where care proceedings have been issued by a) ensuring assessments are front loaded b) extended family members are identified/assessed at an early stage c) court paperwork is of a high quality and filed within timescales. | 3. Placement Referrals give a clear holistic view of the child/ young person, to enable a good match. | 3. Work with Commissioning and Fostering to improve and increase the range of resources available to families with a child/en with disabilities in order that packages better meet need and reduce risk of breakdown and reduce the need for accommodation. | 3. Transfer finance for connected others placements under the management of the Placement Hub, to ensure consistency with mainstream foster carers. | 3. Review and develop further specialist schemes. | 3. We will support Young People to regain or maintain contact with people who are special to them. Make concise assessments which support over sixteen year olds to have overnight contact with their parents (if appropriate and requested). Therefore reducing missing episodes and disengagement with services. | 3. Young people will design, deliver and evaluate training for professionals and partner agencies. We will appoint young advisors to enable this to be delivered. | 3. To embed and develop effective tools for hearing and recording the child's voice. | 3. To assure the quality of practice through the development of a range of audit activity. | 3. Design and set up new training course on Neglect to support the strategy. | 3. To ensure that review processes support placement stability and evidence how the placement is supporting permanency planning for the child. | 3. To work with partners and schools to encourage and support schools to develop and embed appropriate curriculum resources that inform children about areas of risk and how to stay safe. | |
| 4. Explore options for the sustainability of the approaches that underpin the programme which embeds financial inclusion, employment, and schools within our wider work. | 4. Early Help Officers to support strategic partners to help manage demand in the community by promoting self support and help. | 4. Allow buildings to be utilised to support colleagues working to reduce children looked after. | 4. Explore the use of early adopters in some centres to trial the future children and family centre model such as the Strengthening Families Team approach, to deliver the ability for C&F Centres to be utilised to support colleagues working to reduce children looked after. | 4. Implement a parenting, strength based and solution focused approach. | 4. Evaluate and extend Different Futures, to further improve support to parents. | 4. Develop group work programmes and calendar to support young people. To include increasing availability of groups in all areas of the county based on place based need. | 4. Implement a rapid edge of care service using a solution focussed brief family therapy approach to prevent or reduce the time young people spend in care. | 4. Reduce the number of re-referrals to the MASH. | 4. Build robust pathways with the Youth Offending Service in establishing protocols for undertaking PACE interviews. | 4. 100% feedback to professionals following completion of Single Assessments. | 4. 100% feedback to professionals following completion of Single Assessments. | 4. Development of the data set used by the team to identify trends, themes and support disruption of perpetrators of CSE and reduce incidents of missing episodes. | 4. A full establishment of staff to deliver a safe, effective and consistent service across both sites by providing high quality supervision and a culture of continuous learning. | 4. Reduce number of children in care by effective use of FGC, front loading viability assessments of family members in PLO; ensure that children's care plans are effectively reviewed which includes if the families circumstances have changed which may support rehabilitation; promote family contact; discharging Care Orders at home/ kinship placements in a timely manner. | 4. Reduce case loads by retaining staff through a) good quality individual supervision on a monthly basis b) Supervision within practice groups on a monthly basis and c) additional support sessions to be offered by the Principle practitioner and Team Managers regarding specific work related issues. | 4. Increase case recording standards by a) improved in compliance with statutory visits b) all cases to have chronologies c) supervision to be held in line with WCC Supervision Policy d) compliance with file audit requirements e) ensure core group and on minutes are sent out within 5 working days. | 4. To ensure that statutory visits take place as required and the child/ young person is spoken to alone during every visit to ensure that the child's voice is clearly recorded. | 4. Develop a closer working relationship with colleagues from SENDAR in relation to the establishment and review of Education, Health, and Care Plans. | 4. To treat and value foster carers in a professional way. | 4. To ensure a child's voice is heard at fostering panel and across the service. | 4. Young People will have a dedicated careers advisor within the team who will work with them up to age 25. | 4. We will identify ways of young people being involved with all aspects of the service including service planning with senior leadership team. | 4. To embed and mainstream the Centres of Excellence ensuring that new learning, evidence based practice, theory and research are corner stones to practice development. | 4. To identify learning from a range of quality assurance activities and to disseminate the learning and amend training and procedures as required. | 4. Programme practice evaluation activities for WSCB in 2018-19 which test the application of early help, s.17 and s.47 thresholds in all areas of the county. | 4. To support child protection and care planning processes by the use of constructive challenge and appropriate escalation where necessary. This includes actively seeking to reunite children into their families where it is safe to do so. | 4. To educate schools in the thresholds in intervention, to enable self help and support and reduce unnecessary referrals. In addition, to listen and to record the child's voice. |
| 5. Exporting the Priority Families methodology for the benefit of other areas of the business unit particularly through the use of data and evidence led approaches. | 5. Implement the stepped approach and further avenues of support within localities to ensure prevention and early intervention opportunities are utilised. | 5. Support the use of buildings by multi agency partners. | 5. Ensure the new model adopts a whole assets approach that looks beyond the current children's centres and considers alignment with other contracts and physical assets owned by WCC and partners, including Youth and Community Centres. | 5. Implement the stepped approach through delivery of a rolling and range of parenting programmes to enable rapid access to parenting skills training, preventing waiting times which will support the reduction in children and young people entering or remaining in care. | 5. Work with partners and colleagues to pro-actively prevent or reduce the time a child or young person will spend in care. | 5. Implement the stepped approach through delivery of a rolling and range of parenting programmes to enable rapid access to parenting skills training, preventing waiting times which will support the reduction in children and young people entering or remaining in care. | 5. Implement the stepped approach through delivery of a rolling and range of parenting programmes to enable rapid access to parenting skills training, preventing waiting times which will support the reduction in children and young people entering or remaining in care. | 5. High quality triages are completed which are timely, 'deep-dive' and purposeful. | 5. Return home interviews for children following a missing episode to be completed within 72 hours. | 5. All single assessments to be analytical, evidence based and reflect the child's voice and lived experience. | 5. All single assessments to be analytical, evidence based and reflect the child's voice and lived experience. | 5. Develop partner agencies understand of CSE, missing and trafficking, through training. With the aim of improving early identification to reduce the number of young people entering or remaining in care. Challenging the perception that residential care is needed when young people are involved in CSE. | 5. Children Looked After are regularly reviewed to ensure their up to date situation and levels of risks are assessed to ensure that they are in a stable placement which has been matched and approved as a long term placement, including reviewing their ability to go home. | 5. Children Looked After are regularly reviewed to ensure their up to date situation and levels of risks are assessed to ensure that they are in a stable placement, including reviewing their ability to go home. | 5. Children Looked After are regularly reviewed to ensure their up to date situation and levels of risks are assessed to ensure that they are in a stable placement, including reviewing their ability to go home. | 5. Children Looked After are regularly reviewed to ensure their up to date situation and levels of risks are assessed to ensure that they are in a stable placement, including reviewing their ability to go home. | 5. To ensure that we respond to crisis in a timely manner engaging a multi agency approach to enable us to identify appropriate services and support. | 5. Continue to develop alongside Adult Services a clearer and more robust transitions pathway for families including ongoing partner arrangements with Phoenix Psychology. | 5. To develop a one team approach to assist placement stability and support to foster families including ongoing partner arrangements with Phoenix Psychology. | 5. To market our centre of excellence Qualifications and Credit Framework (QCF) and specialised training places to the external market. | 5. We will work with the job centre and benefit agencies, with agreement, to resolve any issues for Young People and ask that Personal Advisors are contacted before any sanction is put in place. | 5. Support young people to attend a regional and national events supported by adults and use the feedback from this to make decisions regarding services. | 5. To represent good practice and Warwickshire interventions on a regional platform. | 5. Encourage Multi agency partners to develop and own practices which demonstrate understanding importance and value of the voice of the child in all their work. | 5. To ensure that the child's voice is evidenced in statutory review processes and that there is a clear emphasis on the effective participation of parents and relevant others. | 5. To help schools understand that where possible, children are often better off with their families with support given from family, communities and services as appropriate. | |