

## Children's Social Care Improvement Board

“To provide excellent services for children, young people and their families while achieving best value for the public purse”

Placement Sufficiency	Social Work Practice	Developing Practice Leadership	Early Help, Prevention and Leaving Care
<b>HoS Corporate Parenting</b>	<b>HoS Social Work (SLIP support)</b>	<b>Director (Leicestershire support)</b>	<b>HoS Prevention</b>
Residential capacity	Record keeping	Developing a high support/high challenge culture	Children's centre and family hub consolidation
Foster carer recruitment	Domestic abuse safety planning	Locality links	
Placement support	Safety planning and contingencies	Multi-disciplinary family help teams	Developing the care leavers offer and staying close
Investing early (valuing care)	Administration and support functions	Capacity and workload	Developing family group decision making
Managing the local market		Chairing and effective escalation	
Managing unregulated placements		Supervision, oversight and case progression	
Developing kinship local offer			

## Workstream: Placement Sufficiency

Area for development	Aim	Desired impact	Core activities	Required resources/support	Lead	Key milestones
Residential capacity	To develop high quality local residential places sufficient to meet our projections over the next 10 years	<ul style="list-style-type: none"> <li>• The majority of children will be placed in Leicester or Leicestershire</li> <li>• No children will need an unregulated placement</li> </ul>	<ul style="list-style-type: none"> <li>• Hillview Children's Home</li> <li>• Complex Needs Home (DoLs)</li> <li>• Mainstream Children's Home</li> </ul>			
Foster carer recruitment	To grow the number of local authority foster carers	<ul style="list-style-type: none"> <li>• Net numbers of LA foster carers will grow by 10%</li> <li>• Foster carer skills will be demonstrably improved</li> </ul>	<ul style="list-style-type: none"> <li>• LiquidLogic portal</li> <li>• Fostering microsite</li> <li>• Specialist foster carer recruitment</li> </ul>			
Placement support	To grow the practical support to offer to foster and kinship carers to keep placements stable	<ul style="list-style-type: none"> <li>• A placements support team is in place</li> <li>• Relative numbers and stability of kinship placements are increased</li> </ul>	<ul style="list-style-type: none"> <li>• Placement support team</li> <li>• Foster carer handbook/Tri. X</li> <li>• Financial offer</li> <li>• Respite/emergency carers</li> </ul>			
Investing early (valuing care)	To identify children at risk of entering care and to invest early to avoid higher cost later	<ul style="list-style-type: none"> <li>• More children identified as being at risk of entering care remain with their family</li> </ul>				

## Workstream: Placement Sufficiency

Area for development	Aim	Desired impact	Core activities	Required resources/support	Lead	Key milestones
Managing the local market	To ensure every child's placement is made using best value principles	<ul style="list-style-type: none"> <li>Average placement cost is below benchmarked averages</li> </ul>	<ul style="list-style-type: none"> <li>Open Select list</li> </ul>			
Managing unregulated placements	To ensure that unregulated placements are safe and as short in duration as possible	<ul style="list-style-type: none"> <li>Average length of unregulated placements is reduced</li> <li>All children have clear safety plans</li> </ul>				
Developing kinship local offer	To increase the number of stability of placements with family	<ul style="list-style-type: none"> <li>Number / % of placements with family are increased</li> <li>Kinship breakdowns are decreased</li> </ul>				

## Workstream: Social Work Practice

Area for development	Aim	Desired impact	Core activities	Required resources/support	Lead	Key milestones
Record keeping	To ensure that records are consistent and high-quality, with updates captured within two working days	<ul style="list-style-type: none"> <li>• Children's records are updated in a timely way</li> <li>• The quality of recording in children's records enables them to understand their life history</li> <li>• Audit activity demonstrates there is a high adherence to timescales for updating records</li> </ul>				
Domestic abuse safety planning	To develop practice so that domestic abuse safety planning is balanced so that responsibility does not overly fall to survivor/victim parents	<ul style="list-style-type: none"> <li>• Domestic abuse safety plans are robust and ensure that children are kept safe</li> <li>• Audit activity demonstrates that the survivor/victim parent is not solely responsible for keeping the child safe</li> </ul>				
Safety planning and contingencies	To ensure that all safety plans have well developed contingencies	<ul style="list-style-type: none"> <li>• Safety plans and their contingencies are robust and ensure</li> </ul>				

## Workstream: Social Work Practice

Area for development	Aim	Desired impact	Core activities	Required resources/support	Lead	Key milestones
		<p>that children are kept safe</p> <ul style="list-style-type: none"> <li>• Audit activity evidences that safety plans have well developed contingencies</li> </ul>				
Administration and Support functions	To strengthen business support functions, both human and electronic systems, to ensure they effectively support frontline managers and professionals	<ul style="list-style-type: none"> <li>• Systems and processes are in place to ensure that frontline managers and professionals are supported to best do their work</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative tasks for fostering</li> </ul>			
Capacity and workload	To review capacity within teams to ensure workloads are appropriate and safe	<ul style="list-style-type: none"> <li>• Caseloads are manageable and take account of experience and risk</li> </ul>	<ul style="list-style-type: none"> <li>• ADM and panel advisor capacity</li> <li>• Social worker capacity to enable prevention of placement breakdown</li> </ul>			

## Workstream: Developing Practice Leadership

Area for development	Aim	Desired impact	Core activities	Required resources/support	Lead	Key milestones
Developing a high support/high challenge culture	To ensure that team managers consistently offer constructive challenge to support practitioners	<ul style="list-style-type: none"> <li>• Case audits find appropriate levels of support and challenge offered to practitioners by team managers</li> <li>• Quality conversations capture evidence of the support and challenge received by practitioners</li> </ul>		<ul style="list-style-type: none"> <li>• Team Manager Development Programme</li> <li>• Shadowing and mentoring opportunities</li> </ul>		
Locality Links	To support practitioners to know key professionals and organisations in the geographical patch where they work, routinely share information and link local resources to children and families.	<ul style="list-style-type: none"> <li>• Children and families benefit from working with practitioners who understand the local area and the resources available to the local community</li> </ul>				
Multi-disciplinary teams	To shape multi-disciplinary teams that allow complex investigations across social care, police and health to happen in an integrated and swift manner	<ul style="list-style-type: none"> <li>• Integrated teams support access to substance misuse, DA/DV, mental health and other specialist workers</li> </ul>				

Chairing and effective escalation	To ensure that where there is inaction, drift, delay or a lack of services cases are escalated	<ul style="list-style-type: none"> <li>• Case records demonstrate a clear record of escalation and the response at each stage, meaning escalations can be easily tracked</li> </ul>		<ul style="list-style-type: none"> <li>• Escalation tracker</li> <li>• Escalation guidance</li> </ul>		
Supervision, oversight and case progression	To improve the quality and impact of management oversight and supervision.	<ul style="list-style-type: none"> <li>•</li> </ul>		<ul style="list-style-type: none"> <li>•</li> </ul>		

## Workstream: Early Help, Prevention and Leaving Care

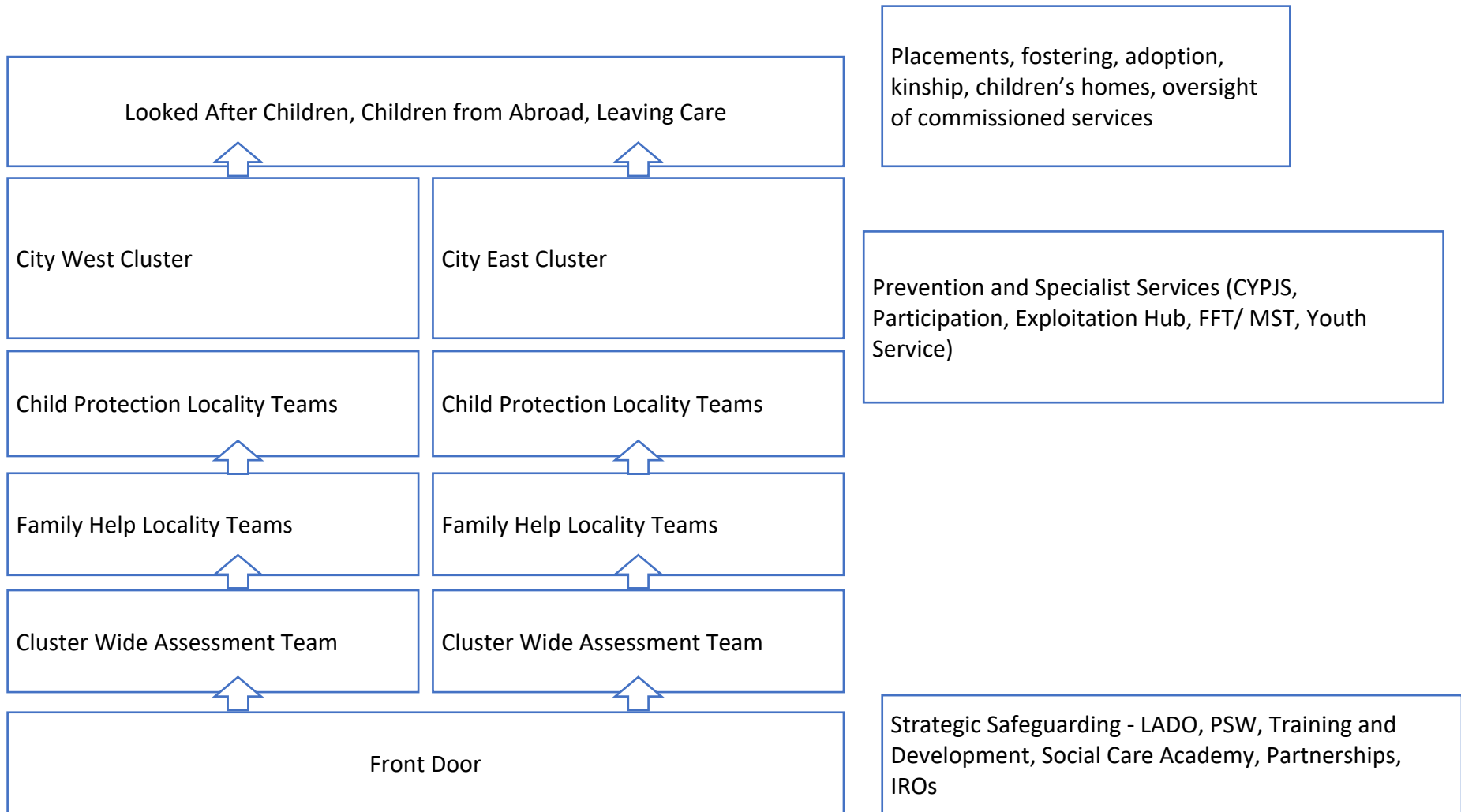
Area for development	Aim	Desired impact	Core activities	Required resources/support	Lead	Key milestones
Children's centre and family hub consolidation	To shape a local open access offer that fits with and supports a Family Help Offer	•				
Locality Links	As in the Developing Practice Leadership section					
Care leavers offer and staying close		•	<ul style="list-style-type: none"> <li>• Staying Close, Staying Connected</li> <li>• Befriending and Mentoring</li> </ul>			
Developing Family Based Decision Making		•				



### **Improvement Board – TOR**

- Meet monthly
- Strategic Director (Chair), children's social care SMT, DfE Regional Advisor, Head of Finance, Critical Friend (Social Care Director from another authority), Programme Manager, Data Lead, health, police and education reps

## Target Operating Model



Divisional Director

Head of Service - Cluster and  
Child Protection Lead

Head of Service - Cluster and  
Family Help Lead

Head of Service - Front Door  
and Strategic Safeguarding

Head of Service - Preventions

Head of Service - Corporate  
Parenting

Head of Service - Permanence

Programme Manager -  
Transformation