



SIP

SERVICE IMPROVEMENT PLAN

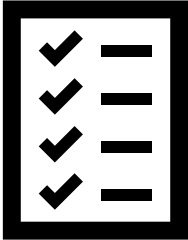
AUGUST 2018

Introduction

The Service Improvement Plan is the primary mechanism to coordinate and monitor a concerted effort to improve the performance of Dorset County Council Children's Social Care. The plan is a proactive response to three things:

- a reinvigorated audit programme which commenced in Feb 2018
- the feedback from a JTAI inspection in May 2018
- analysis of the new ILACS criteria against current service performance

It is made up of three components:



Key Actions (KA)

- Centrally collated actions which will lead to improved outcomes.
- Organised by themed area.
- Actions allocated to a lead.
- SMART



Outcome Based Accountability (OBA)

- Measuring the result of change
- How much did we do?
- How well did we do it?
- Is anyone better off?



Risk Management

- Operation and service level risk related to delivering the SIP
- RAG rated
- Risk Register based on DCC corporate risk matrix

The plan is managed and monitored by a dedicated Project Manager, who distributes and presents updates to the monthly Service Improvement Board. The board, which is chaired by the Chief Executive and is attended by strategic partner agencies, scrutinise progress on the plan and hold senior managers to account for their actions.

The plan was implemented in June 2018, initially focussed on pulling together actions from various pieces of improvement work, thus forming the KA. In July the Service Improvement Board approved a list of management information to form the basis of the OBA. The reporting of this information is being developed for population of September's data.

Improvement Areas

The following are the current improvement areas:

A01 | Back to basics

A02 | Workforce

A03 | Management information

A04 | Audit programme

A05 | Staff engagement

A06 | Partnerships

A07 | Voice of the child

A08 | Social work practice

A09 | Leadership, management and governance

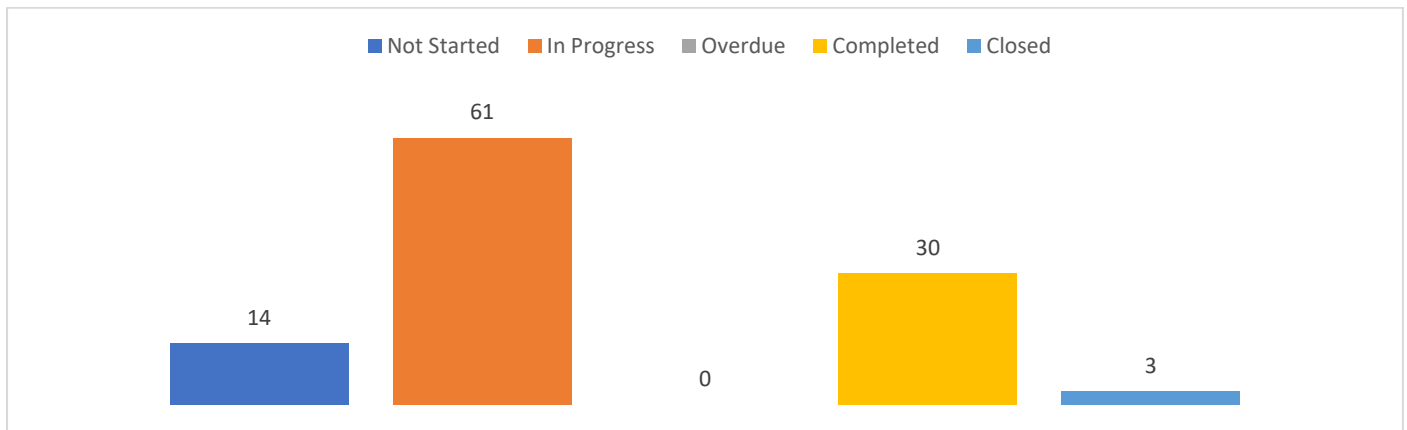
A10 | Structures



KEY ACTIONS (KA)

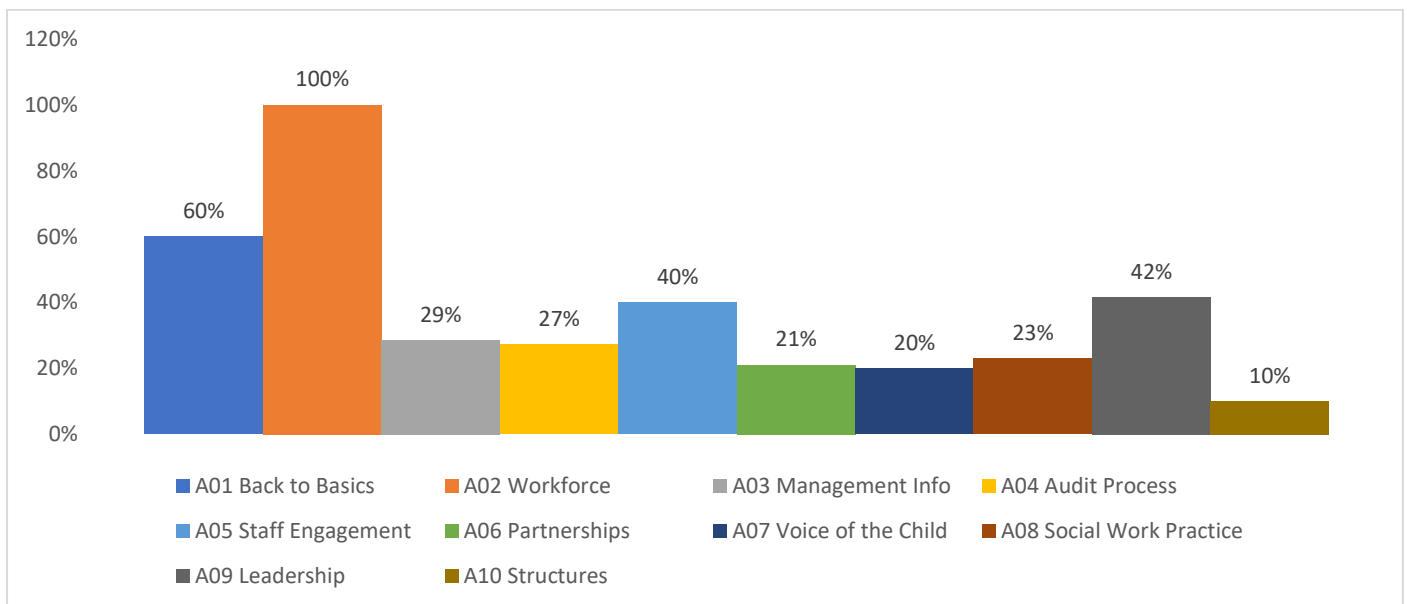
KA Progress

Total actions: 105



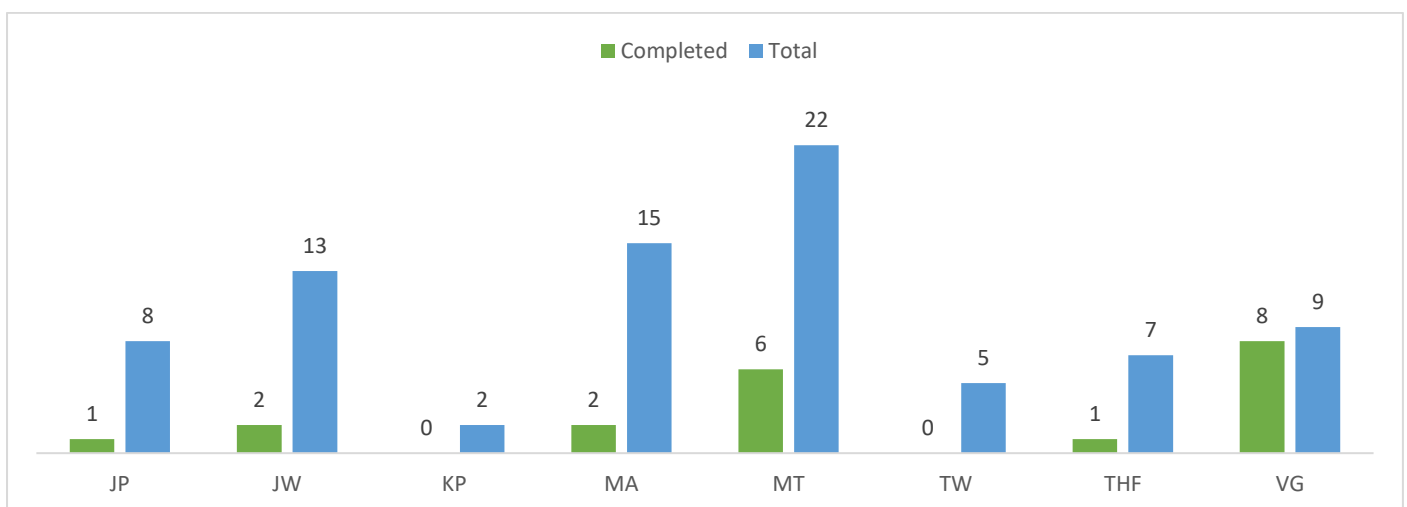
KA Progress by Area

Total "Completed" or "Closed" actions: 29%



KA Progress by Designated Lead

Number of "Total" and "Completed" actions





**OUTCOMES BASED
ACCOUNTABILITY (OBA)**

Service Improvement Plan OBA Snapshot

Aug-18

Ref	Area	Measure	Frequency	"Good"	Previous July	Current August Apr-Jun	Trend (since April 18) Monthly data only	Lead
How much did we do?								
OBA1-01	A02	No. new starters (social workers)	Monthly	1	4	4		CW
OBA1-02	A02	No. leavers (social workers)	Monthly	0	0	1		CW
OBA1-04	A06	No. contacts (demand on service)	Monthly		1230	925		MA
OBA1-05	A06	No. CIN reviews (as % of cohort)	Monthly	100%	N/A	N/A		JW
OBA1-06	A06	No. MACE meetings	Monthly		N/A	N/A		MA
OBA1-07	A06	No. children at risk of CSE (no. CSE risk assessments)	Monthly		42	25		MA
OBA1-08	A06	Source of referrals into MASH (no. different refers)	Monthly		N/A	N/A		MA
OBA1-09	A06	No. children out of school	Monthly		N/A	N/A		DA
OBA1-10	A06	No. Open Early Help case open to LA - FPZ	Monthly		839	875		KS
OBA1-11	A06	No. Early Help TAFS	Monthly		81	17		KS
OBA1-12	A07	Child seen	Monthly	80%	82%	80%		JW
OBA1-13	A08	No. Outcome Star completed - open/review/closure	Monthly		N/A	N/A		JW
OBA1-14	A09	Unallocated cases (as of last week of the month)	Monthly	5	23	19		JW
OBA1-15	A09	No. of manager dip samples	Monthly		N/A	N/A		JW
How well did we do it?								
OBA2-01	A01	Timeliness of assessments	Monthly	90.4%	85.6%	85.6%		JW
OBA2-02	A01	Average caseloads (average of the month)	Monthly	15	17.5	17.1		JW
OBA2-03	A01	Supervisions - proportion completed	Monthly		N/A	0		JW
OBA2-04	A01	Supervisions - proportion completed on time	Monthly		29.4%	41.1%		JW
OBA2-05	A02	Vacancies as a % of SW workforce (excl. agency)	Monthly	15.10%	N/A	25.6%		CW
OBA2-06	A02	Agency workers as a percentage of the workforce	Monthly	14.55%	11.0%	11.0%		CW
OBA2-07	A05	Attendance at Diagonal Slice (% invited who attend)	Quarterly	90%		77%		KP
OBA2-08	A05	Attendance at QA meeting (% invited who attend)	Monthly	75%	49%	38%		MT
OBA2-09	A06	Contact/referral ratio	Monthly		49%	41%		MA
OBA2-10	A06	Quoracy at CP meetings	Monthly	97%	85%	77%		MT
OBA2-11	A06	Re-referral rate	Monthly	20.0%	31.4%	29.5%		JW
OBA2-12	A06	Re-registration rate (CP)	Monthly	18.4%	18.2%	27.6%		JW
OBA2-13	A06	Children out of school - duration of absence	Monthly		N/A	N/A		SL
OBA2-14	A06	Children missing (no. missing episodes from LA)	Monthly		36	27		MA
OBA2-15	A07	Child seen alone	Monthly	85.0%	65.9%	72.7%		JW
OBA2-16	A07	Offered advocate for CP conf %	Monthly	100%	N/A	38%		MT
OBA2-17	A07	Advocate attended CP conf %	Monthly		0%	4%		MT
OBA2-18	A07	No. complaints received	Quarterly			28		MT
OBA2-19	A07	Service User experience	Quarterly			N/A		CS
OBA2-20	A08	RHI completion	Monthly	80%	75%	59%		MA
OBA2-21	A08	RHI timeliness	Monthly	70%	30%	29%		MA
OBA2-22	A08	Timeliness of visits (% CP received timely visit)*	Monthly		83.3%	79.7%		JW
OBA2-23	A08	Timeliness of visits (% LAC received timely visit)*	Monthly	95%	80.4%	73.3%		THF
OBA2-24	TBC	LAC with a plan	Monthly	97%	78%	83%		THF
OBA2-25	TBC	No. children outside of area	Monthly		163	162		TW
OBA2-26	TBC	No. children more than 20 miles from home	Monthly	15.6%	169	173		TW
OBA2-27	TBC	Stability of placements	Monthly		N/A	N/A		THF
OBA2-28	TBC	Fostering: no. % of engagements translate to carers	Monthly	10%	11.8%	0.0%		TW
OBA2-29	TBC	Fostering: average length of process (assessment to approved in months)	Monthly	6		N/A		TW
OBA2-30	TBC	IHA timeliness	Monthly	90%		N/A		JW
OBA2-31	TBC	RHA timeliness	Monthly			N/A		THF
Is anyone better off?								
Better outcomes for children, evidenced through...								
OBA3-01		Improvement in performance - against KPIs	Monthly			N/A		
OBA3-02		Improvement in performance - audits (average score)	Monthly	7.5	5.1	5.9		MT
OBA3-03		Improvement in performance - audits (Ofsted rating)	Monthly					MT
OBA3-04		Improvement in performance - Ofsted rating (estimated)						NJ
OBA3-05		Care leavers suitable accommodation		87.1%	83.3%	82.4%		JP
OBA3-06		Experience of partners	Annual			N/A		CS

	Inadequate
	R. Improvement
	Good
	Outstanding

	Trend: previous period
	Trend: previous period
	Trend: previous period
	Gradient: compared with "Good"

Report on Progress

Key Actions

There has been positive activity during the period on the Key Actions. Notable progress includes:

- Voice of the child: Conversations are underway with Bournemouth University, Action for Children, Participation People and FPZs to commission a range of small pieces of work to capture and analysis the experiences of children and families of being worked with by DCC Children’s Services.
- Headway is being made to progress the most urgent and business critical MOSAIC improvements/reporting with a new prioritisation methodology in place to improve the allocation of resources.
- We now have baseline data on our social worker workforce and can accurately report on vacancies and agency numbers – a new mechanism is in place to improve maintenance of this data.
- A review of Looked After Children and Care Leavers service areas in relation to ILACS criteria has generated the basis of a LAC and CL improvement plan which is being developed as an extension of the SIP.
- The Partners in Progress programme has commenced with a visit from Essex County Council – areas they can help us with are being identified and a PiP Conference for the workforce has been booked for 2nd November.

Outcomes (OBA)

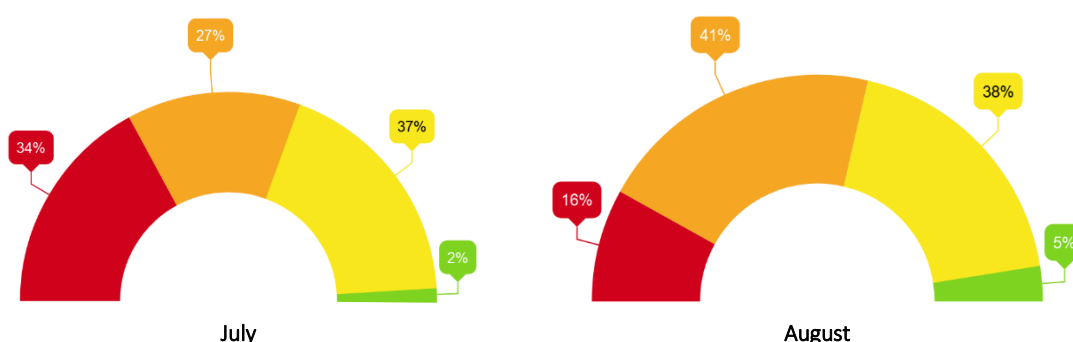
The best qualitative tool to measure improvement is *currently* our audit programme.

Audits receive a score and a judgement as detailed below:

- The audit template has seven domains; each domain is given a score of between 1 to 10 by the auditor; with 1 being no evidence found and 10 where good evidence has been found.
- The auditor will also make an overall judgement at the end of the audit using the Ofsted judgements which are: Outstanding, Good, Requires Improvement and Inadequate.

The average score for July’s audits was **5.9**. This demonstrates an increase from the previous period by point eight of an improvement (equivalent to a 16% increase). This is the biggest improvement since the commencement of this measure and is encouraging.

The judgement recorded in the OBA Snapshot reports an overall position of ‘Requires Improvement’. Examining the breakdown of how that judgement was arrived at reveals a more nuanced picture as demonstrated in the speedometer diagram below.



Whereas in July it was possible to grade performance as ‘Inadequate’, August’s judgement demonstrates a solid ‘Requires Improvement’.

Judgement

The OBA measures continue to show improvement in compliance, such as ‘LAC with a plan’ and ‘child seen alone’, with other measures holding, e.g. ‘timeliness of assessments’. These demonstrate that in many areas we are making progress (although there are still improvements to be seen e.g. ‘CP re-registration rates’), and areas to continue to focus on, e.g. ‘timeliness of CP’ and ‘LAC visits’.

These combined with the improvements in quality demonstrated in by the audit programme show promising signs of a service heading from 'Inadequate' to 'Requires Improvement', but we would need to see that sustained for at least another 3+ months at this trajectory (avoiding plateauing) to be confident in the judgement. Therefore, based on the data available, the service remains:



Improving and measuring quality

With positive signs of compliance, the logical next stage for the Service Improvement Plan is to focus on and measure quality in addition to the existing audit programme – helping to answer the question 'is anyone better off'?

A basket of measures to indicate the impact of the service on the lives of children and families is being developed and will be added to September's report. These will include measures such as 'no. of children who have come off a child protection plan'.

The 'basket' will also include measures from the direct experience of the worked with children and families. Several mechanisms are being developed to drastically improve our ability to collect and analyse this important information and are covered in an additional paper to this month's board.



RISK MANAGEMENT

Risk Register

RAG	Risk	Controls
M	Net balance of social care workforce (SW, FW, BS) decreases, applying pressure to caseloads and business support tasks and reducing capacity for improvement.	Recruitment programme in place; retention strategy commenced; alternative strategies in place to reduce caseloads.
M	Insufficient capacity in early-help services increases demand on statutory social care workload.	None in place yet.
H	The safety of children in Dorset is a risk due to premature case closure. Risk of serious case review and/or high-profile incident.	Service Improvement Plan in progress with focus and resource directed on critical areas.
M	Impact of JTAI action plan, and a possible ILACS inspection seriously impedes capacity to deliver the SIP.	Aligning workstreams with shared goals and objectives. Project management resource allocated and programme coordinated.
M	Senior leadership changes could hinder the pace and progress to effectively to deliver the SIP.	TBC

Service Improvement Plan | Key Actions (KA) monitor

19/09/2018

ID	Area	Key Action	Lead	Deadline	Status
A01.KA01	A01 Back to Basics	Purposeful supervision added to training programme	Kim Westaway	30/09/2018	In Progress
A01.KA02	A01 Back to Basics	Supervision tracker report added to Mosaic	Jonathan Wade	13/07/2018	Completed
A01.KA03	A01 Back to Basics	Guidance on Purpose of Supervision reviewed and reissued as MIN2	Vanessa Glenn	25/04/2018	Completed
A01.KA04	A01 Back to Basics	Ingson Management Training - dates scheduled and booked	Mary Taylor	31/05/2018	Completed
A01.KA05	A01 Back to Basics	Diagonal Slice meetings for 2018 scheduled and draft agenda agreed	Vanessa Glenn	31/05/2018	Completed
A01.KA06	A01 Back to Basics	RSW: Project delivering against project outcomes (set out in "Theory of Change" doc)	Tanya Hamilton Fletcher	31/08/2019	In Progress
A01.KA07	A01 Back to Basics	Review all case transition points and protocols	Thomas Fowler	30/09/2018	In Progress
A01.KA08	A01 Back to Basics	Improve MASH recording of consent	Maggie Aldwell	30/06/2018	Completed
A01.KA09	A01 Back to Basics	Co-produce a leaflet with parents/children and young people on the role of IROs and CP Chairs	Kevin Stenlake	30/09/2018	In Progress
A01.KA10	A01 Back to Basics	Continue to monitor and manage timeliness of assessments	Jonathan Wade	31/07/2018	Completed
A02.KA01	A02 Workforce	Funding secured for appointment of trainee SWs	Nick Jarman	00/01/1900	Completed
A02.KA02	A02 Workforce	"Grow your own" SW training implemented	Tanya Hamilton Fletcher	18/05/2018	Completed
A02.KA03	A02 Workforce	Workforce retention - reflected in wider CS workforce development strategy	Carl Wilcox	31/10/2018	Completed
A03.KA01	A03 Management Info	Combine MOSAIC Governance and Performance Management into new operating group	Kevin Peers	30/09/2018	In Progress
A03.KA02	A03 Management Info	Decide KPIs and how distributed and actions (incl. Diagonal Slice)	Vanessa Glenn	30/07/2018	Completed
A03.KA03	A03 Management Info	Establish trend analysis of performance against KPIs	Claire Shiels	08/02/2018	Completed
A03.KA04	A03 Management Info	Review and improve 'consistency' of inputting to MOSIAC to improve reporting	Kevin Peers	31/10/2018	In Progress
A03.KA05	A03 Management Info	Add CSE/CE/Missing column to Case Closures report to aid dip samples selection	Jonathan Pearce	31/10/2018	Not Started
A03.KA06	A03 Management Info	Add report: No. MACE meetings to MOSAIC governance prioritisation	Maggie Aldwell	31/10/2018	In Progress
A03.KA07	A03 Management Info	Add report: No. Children at moderate/severe risk of CSE to MOSAIC governance prioritisation	Maggie Aldwell	31/10/2018	In Progress
A04.KA01	A04 Audit Process	New pre-audit screening tool increases volume of audits completed	Mary Taylor	31/05/2018	Completed
A04.KA02	A04 Audit Process	Identification of outliers and themes where deep dive required	Mary Taylor	30/09/2018	In Progress
A04.KA03	A04 Audit Process	Implement new process to collect and analyse service user and professionals feedback (CP conferences)	Mary Taylor	30/09/2018	In Progress
A04.KA04	A04 Audit Process	Improve audit compliance - process and tracking implemented, monitor compliance, culture shifted so audits viewed as a learning tool	Mary Taylor	31/12/2018	In Progress
A04.KA05	A04 Audit Process	Themed audit on absent parents/partners/family history	Mary Taylor	07/11/2018	Not Started
A04.KA06	A04 Audit Process	Themed audit on effective partnership working	Mary Taylor	07/12/2018	Not Started
A04.KA07	A04 Audit Process	Themed audit on family history	Mary Taylor	07/01/2019	Not Started
A04.KA08	A04 Audit Process	QA meeting to address analysis in audits and explicit identification of gaps in practice	Mary Taylor	30/09/2018	Completed
A04.KA09	A04 Audit Process	Identify themes for future LAC audits	Jonathan Pearce	30/06/2018	Completed
A04.KA10	A04 Audit Process	Develop audit programme for Foster Carer files	Tim Wells	31/10/2018	In Progress
A04.KA11	A04 Audit Process	Create a SharePoint site for audit programme	Mary Taylor	30/09/2018	In Progress
A05.KA01	A05 Staff Engagement	System of MINs introduced	Vanessa Glenn	17/04/2018	Completed
A05.KA02	A05 Staff Engagement	Diagonal Slice, planned (around 5 C's) and scheduled	Vanessa Glenn	17/04/2018	Completed
A05.KA03	A05 Staff Engagement	Review findings of the Social Worker survey - report added to SIB agenda (October)	Tanya Hamilton Fletcher	10/10/2018	In Progress
A05.KA04	A05 Staff Engagement	Implement a process for all dissemination activity	Mary Taylor	30/09/2018	In Progress
A05.KA05	A05 Staff Engagement	Develop a Communication Strategy to improve awareness and ownership of the service across the whole work	Melissa Craven	12/10/2018	In Progress
A06.KA01	A06 Partnerships	Review findings of the RSW partner survey, devise action plan accordingly (aligned with SIP)	Tanya Hamilton Fletcher	12/10/2018	In Progress
A06.KA02	A06 Partnerships	Improve partners engagement in decision making at s17 - implement CIN pathway which requires twelve week	Jonathan Wade	31/10/2018	In Progress
A06.KA03	A06 Partnerships	Agree and implement a 'step down' process	Claire Shiels	31/12/2018	In Progress
A06.KA04	A06 Partnerships	Include partners in assessments and planning	Jonathan Wade	17/07/2018	Closed
A06.KA05	A06 Partnerships	Improve partner understanding of threshold: provide revised Pan-Dorset Inter-Agency Referral Form	Maggie Aldwell	31/10/2018	In Progress
A06.KA06	A06 Partnerships	Shared management of risk through creation of multi-agency 'Risky Behaviours' panel	Mary Taylor	30/09/2018	In Progress
A06.KA07	A06 Partnerships	Improve appropriateness of contacts/referrals by providing constructive feedback and advice: resource	Maggie Aldwell	31/10/2018	In Progress
A06.KA08	A06 Partnerships	Use effective multi-agency working to reduce re-referrals rate - review role of Family Focus	Maggie Aldwell	31/10/2018	In Progress
A06.KA09	A06 Partnerships	Review and strengthen decision making with partners in strategy discussions: add to MAG agenda	Maggie Aldwell	30/09/2018	In Progress
A06.KA10	A06 Partnerships	Improve the effectiveness of and timeliness of CIN reviews - implemented as part of revised CIN pathway	Jonathan Wade	31/10/2018	In Progress
A06.KA11	A06 Partnerships	Commission and implement multi-agency CSE and CE training	Mary Taylor	31/07/2018	Completed
A06.KA12	A06 Partnerships	Ensure multi-agency training has a focus on using the strengths of the young person and family to manage risks	Kim Westaway	30/09/2018	Not Started
A06.KA13	A06 Partnerships	Create workflow process in MOSIAC to ensure MACE meetings are completed for all cases with moderate/signi	Maggie Aldwell	31/10/2018	In Progress
A06.KA14	A06 Partnerships	Review and publish MIN on timeliness of sharing strategy discussion minutes	Vanessa Glenn	08/06/2018	Completed
A06.KA15	A06 Partnerships	Improve understanding of Substance Use Pathways and information sharing at the MASH	Maggie Aldwell	30/09/2018	In Progress
A06.KA16	A06 Partnerships	Improve Probation, CRC, YOS information sharing at MASH: identify and implement information sharing/agree	Maggie Aldwell	30/09/2018	In Progress
A06.KA17	A06 Partnerships	Implement regular Children Missing Education (CME) Meeting	David Alderson	12/04/2018	Completed
A06.KA18	A06 Partnerships	Increase participation in multi-agency case audits at all levels	Mary Taylor	30/09/2018	Not Started
A06.KA19	A06 Partnerships	Position paper on status of partner relationships and key contacts	Thomas Fowler	31/12/2018	In Progress
A07.KA01	A07 Voice of the Child	Set up satisfaction survey to ask children their experience	Thomas Fowler	30/09/2018	In Progress
A07.KA02	A07 Voice of the Child	Understand issues/barriers related to the Voice of the Child shaping practice (review Participation Survey)	Kevin Stenlake	31/10/2018	In Progress
A07.KA03	A07 Voice of the Child	Ensure widespread adoption of Outcomes Star - following review of suitability for Tier 3	Thomas Fowler, Jonathan Wa	31/12/2018	Closed
A07.KA04	A07 Voice of the Child	Child observation through direct work - examine what can be measured and implement	Jonathan Pearce	31/10/2018	Not Started
A07.KA05	A07 Voice of the Child	Develop a mechanism and report for collecting Voice of the Child through observations of carers (internal/external placements)	Tim Wells	31/10/2018	Not Started
A08.KA01	A08 Social Work Practice	Review case closure protocol to ensure cases are not closed prematurely. Require demonstrable evidence of improvement to support closure. Protocol and system of accountability assured.	Jonathan Wade	30/09/2018	In Progress
A08.KA02	A08 Social Work Practice	Setup mechanism to ensure regular dip sample of cases by Operational and Senior Managers with constructive feedback provided to teams too strengthen management oversight	Jonathan Pearce	30/09/2018	In Progress
A08.KA03	A08 Social Work Practice	Ensure 'hard to engage' protocol is understood and followed in all cases of non-engagement - all closure	Jonathan Wade	05/10/2018	Not Started
A08.KA04	A08 Social Work Practice	Produce a MIN on - Proactively involve absent parents and partners	Jonathan Wade	05/10/2018	In Progress
A08.KA05	A08 Social Work Practice	Share RIP 'working with father' practice guide and require discussion at Team Meetings	Mary Taylor	31/08/2018	Completed
A08.KA06	A08 Social Work Practice	Ensure audit processes and moderation adequately identify involvement of absent parents and partners - add	Mary Taylor	30/09/2018	Not Started

A08.KA07	A08 Social Work Practice	Implement new pathway for Return Home Interviews	Maggie Aldwell	30/10/2018	In Progress
A08.KA08	A08 Social Work Practice	Review training schedule and reassess what should be mandatory and refresher timescales - locate with Workf	Rick Perry	30/09/2018	In Progress
A08.KA09	A08 Social Work Practice	Produce a MIN on: ensuring family history informs decision making (to include specificity/clarity)	Mary Taylor	05/10/2018	In Progress
A08.KA10	A08 Social Work Practice	Deploy (and consider renaming) Significant Event/Chronology function in MOSAIC	Maggie Aldwell	30/09/2018	In Progress
A08.KA11	A08 Social Work Practice	Commission training on the creation and use of chronologies to inform decision making	Kim Westaway	30/09/2018	Not Started
A08.KA12	A08 Social Work Practice	Ensure transition plans are co-produced with young people	Jonathan Pearce	31/12/2018	In Progress
A08.KA13	A08 Social Work Practice	Commission training on criminal exploitation, gangs and county lines	Kim Westaway	31/08/2018	Completed
A08.KA14	A08 Social Work Practice	Produce a MIN on - use of case visit template	Vanessa Glenn	31/07/2018	Completed
A08.KA15	A08 Social Work Practice	QA group to address 'cultural identity and diversity' - add to agenda	Karen Elliott	31/10/2018	In Progress
A08.KA16	A08 Social Work Practice	Ensure that parents are involved in all decision making for children under s20 (audit trail - add to DiagS)	Jonathan Pearce	31/10/2018	In Progress
A08.KA17	A08 Social Work Practice	Social workers share email addresses and direct dial telephone numbers with children, young people, parents/	Sharon E Moore	31/08/2018	Completed
A08.KA18	A08 Social Work Practice	Introduce service standards regarding responding to 'customers' (timeliness)	Sharon E Moore	31/07/2018	Completed
A08.KA19	A08 Social Work Practice	Training and development of quality, evidence-led and child focused assessments - review existing training,	Tanya Hamilton Fletcher	30/09/2018	In Progress
A08.KA20	A08 Social Work Practice	Catherine Philips to attend CP Chairs meeting to discuss early referral to FAST	Mary Taylor	31/10/2018	In Progress
A08.KA21	A08 Social Work Practice	FAST work with CAFCASS and 'legal' to improve content and structure of reports for legal proceedings	Mary Taylor	30/11/2018	Completed
A08.KA22	A08 Social Work Practice	Improve the quality of assessments through implementation of new CIN pathway and assessment tool	Jonathan Wade	31/10/2018	In Progress
A08.KA23	A08 Social Work Practice	Ensure pathway and care plans are co-produced with young people	Tanya Hamilton Fletcher	31/10/2018	Not Started
A08.KA24	A08 Social Work Practice	Ensure that for CYP with a permanence plan of long-term fostering, we have identified and approved those chi	Tanya Hamilton Fletcher	30/11/2018	In Progress
A08.KA25	A08 Social Work Practice	Develop a specific assessment for Looked After Children	Jonathan Pearce	31/03/2019	In Progress
A08.KA26	A08 Social Work Practice	Assessment workshops to be provided to all teams on new CIN pathway assessment to improve quality	Jonathan Wade	31/12/2018	Not Started
A09.KA01	A09 Leadership	Agree appropriate multi-agency forums for taking this work forward	Claire Shiels	31/07/2018	Completed
A09.KA02	A09 Leadership	Develop understanding of criminal exploitation (prevalence/impact) - agree system/process as part of JTAI Acti	Claire Shiels	12/10/2018	In Progress
A09.KA03	A09 Leadership	Identify & implement solution to 'therapeutic work' when Barnardos contract ends	Maggie Aldwell	30/09/2018	Completed
A09.KA04	A09 Leadership	Address the priority action that will come in the JTAI letter	Nick Jarman	09/07/2018	Completed
A09.KA05	A09 Leadership	Ensure concerns from JTAI re delays EHCP in processes are addressed by SEND Delivery Group	Gerri Kemp	31/08/2018	Completed
A09.KA06	A09 Leadership	Line of sight and compliance - review and MIN	Vanessa Glenn	31/05/2018	Completed
A09.KA07	A09 Leadership	Review pan-Dorset CSE meeting and address ineffectiveness	Maggie Aldwell	30/09/2018	In Progress
A09.KA08	A09 Leadership	Mystery Shop programme regarding contact with social workers	Colline Murphy	31/12/2018	In Progress
A09.KA09	A09 Leadership	Chair 'Consent Summit' to establish protocol for GDPR consent and data-sharing	Claire Shiels	30/09/2018	In Progress
A09.KA10	A09 Leadership	Complete and implement QA framework	Mary Taylor	30/09/2018	In Progress
A09.KA11	A09 Leadership	Explore the opportunities that LGR presents for improving access to housing for care leavers and/or prevention	Jonathan Pearce	31/03/2019	In Progress
A09.KA12	A09 Leadership	Ensure the Children in Care Council are involved in the recruitment of relevant tier 2 appointments for Dorset C	Thomas Fowler	30/09/2018	In Progress
A10.KA01	A10 Structures	Implement solution for Out of Hours Service ending: Extended MASH restructure	Maggie Aldwell	31/10/2018	In Progress
A10.KA02	A10 Structures	Realignment of area teams into new district structure	Jonathan Wade	28/09/2018	In Progress
A10.KA03	A10 Structures	Enhanced Family Focus (implement)	Vanessa Glenn	16/07/2018	Closed
A10.KA04	A10 Structures	Deliver the change management arrangements for the combined Contact and Resources Service	Tim Wells	31/10/2018	In Progress
A10.KA05	A10 Structures	Ensure workforce in place to deliver Foster Carer annual reviews in a timely manner	Mary Taylor	30/09/2018	In Progress
A10.KA06	A10 Structures	Family Group Conferences to be used earlier in the process - decision to be agreed with DCS	Mary Taylor	31/10/2018	In Progress
A10.KA07	A10 Structures	Create process map that matches children to placements that achieve good outcomes in timely and cost effect	Tim Wells	30/09/2018	In Progress
A10.KA08	A10 Structures	Establish process for the approval of allowances for holders of an Adoption Order, SGO and CAO	Tim Wells	30/09/2018	Not Started
A10.KA09	A10 Structures	Implementation of new dedicated assessment pods	Jonathan Wade	01/10/2018	In Progress
A10.KA10	A10 Structures	Realign STAR/District teams to provide capacity for Extended MASH to completed CP investigations post Strate	Jonathan Wade	31/10/2018	In Progress

APPENDIX 1 | OBA Descriptor

Please note this documents is in draft and does not currently include descriptions for all OBA measures.

Service Improvement Plan OBA Descriptor

Ref	Area	Measure	Descriptor	"Good" rationale
How much did we do?				
Ref	Area	Measure	Descriptor	"Good" rationale
OBA1-01	A02	No. new starters (social workers)	Number of new social workers starting during the period.	
OBA1-02	A02	No. leavers (social workers)	Number of social workers who have left during the past month, including planned retirement, resignation and dismissal.	
OBA1-04	A06	No. contacts (demand on service)	Total number of contacts received through MASH during the period.	
OBA1-05	A06	No. CIN reviews (as % of cohort)		
OBA1-06	A06	No. MACE meetings		
OBA1-07	A06	No. children at risk of CSE (no. CSE risk assessments)	This report is currently not giving an accurate representation of the number of children at risk of CSE. The correction of this report has been assigned the highest priority by the MOSIAC Governance Group, with the work underway.	
OBA1-08	A06	Source of referrals into MASH (no. different refers)		
OBA1-09	A06	No. children out of school		
OBA1-10	A06	No. Open Early Help case open to LA - FPZ	As Early Help Assessments are currently undertaken by both DCC and partners members of the FPZ workforce, we are unable to provide total numbers of EH Assessments. This data shows the numbers of children open to FPZ Family Workers, for which an assessment is part of the workflow. This does not guarantee that an assessment has been undertaken as it represents all children who are allocated to a Family Worker, through a snapshot report. Neither do these figures represent the total extent of Early Help of DCC FPZ workers as additional support is provided through information advice and guidance and targeted group work. A system is being developed to capture this data for future reporting so the entire FPZ work can be measured.	
OBA1-11	A06	No. Early Help TAFS		
OBA1-12	A07	Child seen		
OBA1-13	A08	No. Outcome Star completed - open/review/closure		
OBA1-14	A09	Unallocated cases (as of last week of the month)	Number of cases that, as of the last week of the month do not have a social worker allocated.	Whilst it is aspirational to have this number at zero, the Service Manager for Help & Protection has set this at 5 as an achievable and realistic 'good'.

OBA1-15 A09 No. of manager dip samples				
How well did we do it?				
Ref	Area	Measure	Descriptor	"Good" rationale
			An assessment is defined as an in depth assessment of any child who has been referred to children's social care services with a request that services be provided. An assessment is deemed to have started either at the point of referral or when new information on an open case indicates that an assessment should be repeated. The expected timescale for the completion of an assessment is a maximum of 45 working days. Assessments may lead to two types of outcome: 1) no further action, 2) the immediate provision of services.	"Good" percentile on the Local Authority Interactive Tool (LAIT).
OBA2-01	A01	Timeliness of assessments		
OBA2-02	A01	Average caseloads (average of the month)		
OBA2-03	A01	Supervisions - proportion completed		
OBA2-04	A01	Supervisions - proportion completed on time		
			FTE and headcount estimates are calculated on: no. of vacancies / (no. social workers + no. of vacancies). A social worker that is registered with the HCPC, working in a local children's services department, that works exclusively on children and families work. Includes social workers regardless of their position in the organisation, except Heads of Service (Service Managers, ADs). Excludes agency social workers.	"Good" percentile on the Local Authority Interactive Tool (LAIT).
OBA2-05	A02	Vacancies as a % of SW workforce (excl. agency)		
			FTE and headcount estimate based on: no. agency social workers / (no. social workers + no. agency social workers). A social worker that is registered with the HCPC, working in a local children's services department, that works exclusively on children and families work. Includes social workers regardless of their position in the organisation, except Heads of Service (Service Managers, ADs).	"Good" percentile on the Local Authority Interactive Tool (LAIT).
OBA2-06	A02	Reduction in agency staff (no. agency staff)		
			Percentage of those who were invited (less those who provided timely apologies) who attended the quarterly Diagonal Slice meeting.	As a mandatory, and high-profile meeting, 90% was set by the chair as a realistic aspiration.
OBA2-07	A05	Attendance at Diagonal Slice (% invited who attend)		
			Percentage of those who were invited (less those who provided timely apologies) who attended the monthly Quality Assurance meeting.	As a mandatory meeting, 75% was set by the chair as a realistic aspiration.
OBA2-08	A05	Attendance at QA meeting (% invited who attend)		
OBA2-09	A06	Contact/referral ratio		
			Percentage of Child Protection meetings where full quota of invited partners are present.	Due to the nature of partnership capacity, the Senior Manager for Safeguarding & Standards set figure of 97% as high, but achievable.
OBA2-10	A06	Quoracy at CP meetings		
OBA2-11	A06	Re-referral rate		
			The purpose of the child protection plan, is to devise and implement a plan which leads to lasting improvements in the child's safety and overall well being. Some second or subsequent plans are essential in responding to adverse changes in circumstance, but high levels of second or subsequent plans may suggest that the professionals responsible for the child's welfare are not intervening either to bring about the required changes in the child's family situation, or to make alternative plans for the child's long-term care.	"Good" percentile on the Local Authority Interactive Tool (LAIT).
OBA2-12	A06	Re-registration rate (CP)		
OBA2-13	A06	Children out of school - duration of absence		
OBA2-14	A06	Children missing (no. missing episodes from LA)		

OBA2-15	A07	Child seen alone		
OBA2-16	A07	Offered advocate for CP conf %		
OBA2-17	A07	Advocate attended CP conf %		
OBA2-18	A07	No. complaints received	Total number of formal and informal complaints received for children's social care during the period.	
OBA2-19	A07	Service User experience		
OBA2-20	A08	RHI completion	The number of return home interviews in the month, as a percentage of the total number of missing episodes in the period.	Figure of 80% set by Service Manager for MASH
OBA2-21	A08	RHI timeliness	The number of return home interviews in the month completed within 72hrs of the child/young persons return, as a percentage of the total number of missing episodes in the period.	Figure of 70% set by Service Manager for MASH
OBA2-22	A08	Timeliness of visits (% CP received timely visit)	<i>Please note this measure will be superseded by a new reporting measure from next month.</i>	
OBA2-23	A08	Timeliness of visits (% LAC received timely visit)	<i>Please note this measure will be superseded by a new reporting measure from next month.</i>	95% deemed by IRO Manager.
OBA2-24	TBC	LAC with a plan		
OBA2-25	TBC	No. children outside of area		
OBA2-26	TBC	No. children more than 20 miles from home		"Good" percentile on the Local Authority Interactive Tool (LAIT).
OBA2-27	TBC	Stability of placements		
OBA2-28	TBC	Fostering: no. % of engagements translate to carers		
OBA2-29	TBC	Fostering: average length of process (assessment to approved in months)	Number of foster carers (households) approved by ADM during the period as a proportion number of enquiries received during the month, six months previous to current period.	
OBA2-30	TBC	IHA timeliness		
OBA2-31	TBC	RHA timeliness		
Is anyone better off?				
Ref	Area	Measure	Descriptor	"Good" rationale
OBA3-01		Improvement in performance - against KPIs		
OBA3-02		Improvement in performance - audits (average score)	The audit template has seven domains with each domain given a score of between 1 to 10 by the auditor, with 1 being no evidence found and 10 where good evidence has been found. The score is an average of all domains over all completed audits during the period.	
OBA3-03		Improvement in performance - audits (Ofsted rating)	The auditor will make an overall judgement at the end of the audit using the Ofsted judgements which are: Outstanding, Good, Requires Improvement and Inadequate. Using a windscreen tool, the most statistically relevant judgement averaged across all audits is used to reach an overall, service-wide judgement.	
OBA3-04		Improvement in performance - Ofsted rating (estimated)	Factoring in all OBA measures and progress on the KA - the judgement of the DCS in terms of what judgement he estimates we would receive if inspected during the period.	
OBA3-05		Care leavers suitable accommodation		
OBA3-06		Experience of partners		