

PROGRESS WITH THE POST SSI ACTION PLAN 2004 AFTER TWELVE MONTHS

FEBRUARY 2005

SSI Recommendations		Action	Time Scale	AD/ Officers Responsible for Action	Success Criteria	Progress/ Evaluation
Standard 1 National Priorities and Strategic Objectives	SSI 1.1 The Directorate should consider further means to increase the effectiveness of the partnership with the Children's Rights Service	Develop systems and procedures to enable the active participation of children and young people in service review and improvements	December 2004	James Dougan	Children and young people actively involved in proposing improvements to services. Comments recorded and reviewed	Annual report on the impact of children and young people views on services. Youth Council Steering Group established.
	SSI 1.2 At the earliest opportunity a communication strategy needs to be implemented and opportunities to involve staff directly in service development should	Provide information to children and young people to enable them to give comments on services. Tender the Children's Rights Service (CRS) to provide an independent service See Ofsted 1.2	April 2005	James Dougan	Comments reported and monitored by DMT. Service tendered and seen to be independent by users	Integration Paper on the development of a joint CRS participation service, DMT 24 February, COG 22 March in place April 2005.

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	be afforded.					

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Standard 2 Effective- ness of Service Delivery	SSI 2.1 The directorate needed to confirm measures designed to ensure that cases at risk of drifting were identified early. (See SSI 6.3)	Strengthen the arrangements for file auditing through quarterly file audits and Section 47 monthly audits. Any cases where drift is identified to be reported to Head of Service (HoS).	December 2004 ongoing	Liz Rugg/ Colin Tucker	Quarterly file audit undertaken. Monthly Section 47 audit undertaken by HoS.	All audit themes aggregated in six monthly report for Operational Management Team (OMG) and DMT.	
	SSI 2.2 Continuing attention was required to ensure that the capacity of services was maximised.	Compare our statistics with the definition of Children In Need (CIN) census data of case allocation and what is an acceptable caseload.	June 2005	Colin Tucker/ Rosalind Turner	A percentage reduction in referrals to DAT and increase in referrals to the area based teams	Report to DMT on staffing levels in relation to CIN census data. Head of Family Support researching current case allocation (report 2005). CFS reconfiguration team will review and report to DMT in April 2005.	
		Ensure that staff are deployed appropriately to meet short term and long term needs.	May 2004 & onwards	Colin Tucker/Liz Rugg			
		Interrogate information available from the Matching Needs & Services audit to assist this process & develop LAC action plan.	June 2004 & onwards			Reduced rate of increase in numbers of LAC	
		Implement the Commissioning Framework and match		James Dougan	Commissioning Framework implemented		MNS data examined in detail and used to develop plan to reduce numbers of LAC
					Report to DMT, TMT and		

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		needs with commissioning decisions.				<p>CFS Sub Committee.</p> <p>Needs analysis completed and presented to DMT, COG, Service reviews, CTs Board</p> <p>Commissioning Framework, Service redesign process – action completed.</p>

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Standard 3 Quality of services for Users and Carers	SSI 3.1 The directorate needed to review the effects of case “log jamming” in fieldwork services and take the necessary action to alleviate risk.	Transfer cases held within the DAT pend system to family support teams. Implement the transfer protocol between DAT/RACH and Long Term teams. See also 6.4	April 2004 September 2004	Colin Tucker	More effective throughput and allocation of cases.	There has been a reduction in cases within the transfer protocol awaiting referral on from Duty & Assessment Team (DAT) to Long Term Teams (LTTs).
	Define what are reasonable and appropriate staffing levels within Children’s Social Care, in order to meet need and legal responsibilities to an acceptable standard	Gap analysis of workload projections of need and demand against capacity within current/full staffing establishment	April 2005	Colin Tucker	All staff working within revised case load management limits	Recruitment and retention which shows vacancy rates in frontline teams are down to 7.4%.
	SSI 3.2 The directorate needed a strategy to ensure that reviews were completed within statutory time scales.	Recruit additional capacity to Reviewing Team. Identify ongoing reviews at least one month before due date to ensure reviews held within time-scales. Report to AD any reviews out of time scales or cancellation of reviews.	September 2004	Colin Tucker/ Liz Rugg	100% of Children Protection and at least 80% LAC reviews are held on time	Additional RO’s recruited and in place 100% CP reviews and 86% of LAC reviews now on time.

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SSI 3.3 The directorate needed to ensure that case planning was consistently effective.		Establish a monitoring system to record supervision See also 2.1 & 6.4	April 2004 & onwards	Rosalind Turner	Audit shows effective case planning. All staff trained in case planning requirements & compliance ensured through supervision & audit of case planning.	Supervision audited as part of regular file audit programme.
			September 2004	Liz Rugg		Review of process for pending cases held in Family Support Teams underway (March 2005). Discussion document on risk management and re- organisation issued February
SSI 3.4		Establish local referral panels as part of the area teams to ensure more effective planning.	September 2004	Colin Tucker	Local referral panels in operation.	Pilot working on referral panels, common assessment framework and role of lead professionals underway in Tarnar, Falmer Full Service School and Hollingdean (Feb 2005).
		Commission review and make recommendations on the structure of case files	September 2004	Liz Rugg	Case files organised effectively	Sample of files to be audited autumn 2004.

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	The directorate should set in place a review of case file structure to improve the case record's effectiveness as a support to good practice standard.	<p>Case files signed by supervisor as part of supervision and quality assured by supervisor.</p> <p>Implement next phase of electronic case file system</p>	September 2005		<p>Case files organised effectively</p> <p>Next phase of electronic case file system in place</p>	<p>Regular audit of files will ensure signature by supervisors.</p> <p>File audits ongoing – supervision checked as part of the process.</p> <p>Implementation of ICS will impact on file organisation . Major planning and implementation theme for system to do live in 2004.</p> <p>Requirement for ICS in place by January 2006.</p>

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Standard 4 Fair Access	SSI 4.1 The directorate should reinforce to all staff their responsibilities to ensure that the complaints service is effective.	Review the management and reporting of children's service comments and complaints to ensure that staff are confident about dealing with complaints and representation. Introduce standard information about access to the complaints process on all correspondence.	September 2004	Colin Tucker	Managers & staff exhibit a positive approach to feedback and complaints.	All complaints dealt with correctly and to timescale. DMT to review complaints every 6 months. Standard paragraph on correspondence introduced. Complaints manager has briefed managers. Learning from complaints to be incorporated in team planning process. Action completed. New complaints process developed in line with National guidance. Complaints manager visits OMG on a regular basis to consider learning from complaints.
		Provide interim guidance to be issued to staff on actively seeking user feedback.	September 2004	Colin Tucker	Interim Guidance issued	
		Review system in the light of new national requirements	April 2005	James Dougan	Review undertaken	
		Set up and carry out an annual customer survey to track improvements in service delivery.	March 2005	Liz Rugg	At least 20% response rate to the annual customer survey to track improvements in service delivery.	

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Standard 5 Cost and efficiency	SSI 5.1 The council and the directorate need to assess whether the children's social care base budget is sufficient to meet demands.	Implement the Children's Trust Commissioning framework for social care services as follows: i) Undertake a demographic analysis of service need across the social care, education and health economies and determine how services match the needs of children and families in the city.	Ongoing	James Dougan	Resources are reallocated in response to the identified pattern of need.	Caseload analysis & LAC team disaggregation underway September 04. Area Team costing underway September 04. To be factored into corporate budget setting October 04 taking into account 2.5% & 3% savings targets on base budget overall.
		ii) Redesign services to fit within the funding available.	Ongoing	DMT		
		iii) Analyse the implications of the Matching Needs and Services audit and undertake a gap analysis based on it.	Sept-Dec 2004	Rosalind Turner/ Colin Tucker/ James Dougan		
	iv) Compare service provision & its unit cost across other services.					Service re-configuration discussion paper issued February. Discussion runs until May 2005.
	v) Use benchmarking with other authorities to determine whether services are over or under resourced in relation to the need.		September 2004	David Hawker	Report to TMT	2005-06 service pressures were identified and reviewed as part of the budget setting process. As a result TMT have agreed an additional £2.76m of funding for Children's Social Care.

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	<p>SSI 5.2 The directorate needs to begin discussions about future plans with the providers of grant funded services with a view to developing a medium term financial plan for preventive services.</p>	<p>Prepare a report for TMT in preparation for 2005/06 budget setting.</p> <p>See Ofsted Action Plan 5.1.</p>				<p>Fostering and adoption staffing complement has been increased through the choice protects grant.</p> <p>05/06 service pressures identified Sept.04: to be considered as part of Corporate budget setting process; first analysis identified approximately £5m of pressures.</p>

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Standard 6 Management and Resources	SSI 6.1 The council needed to further consider the role of scrutiny with a view to establishing its role in ensuring that all key national and local issues affecting children were considered.	Review the role of the three scrutiny boards in relation to CFS issues & rationalise into a single scrutiny process. Clarify the relationship between the scrutiny function & CFS sub committee	May 2005	David Hawker/ Alex Bailey	Scrutiny re-organised following review & revised terms of reference adopted. Members and officers are clear about the respective roles of scrutiny and CFS sub Committee. Annual plan for scrutiny agreed.	DH proposals for a single CFS/CT Scrutiny Board currently under discussion (Sept. 04)
	SSI 6.2 The directorate needed to reinforce the performance management culture and requirements.	Restate the corporate requirement for performance management & provide additional training for implementation. Ensure that all managers are aware of their responsibilities with regard to performance management.	July 2004	David Hawker & DMT David Hawker/	Performance management is in place for all staff in CFS and operating to the set time scales. All staff are aware of key performance	Detailed work being done with managers in CSC and QSL branches on using performance data for service monitoring. Links established between Commissioning team and City Demographer over City Futures work.

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	<p>SSI 6.3 The council and the directorate needed to maintain workforce planning and monitoring as a priority.</p>	<p>More effective use of performance data in monitoring services and forward planning.</p> <p>Develop a workforce planning strategy for CFS and the Children's Trust to support the integration and re-configuration of services</p>	<p>December 2004</p>	<p>James Dougan</p> <p>Rosalind Turner (DMT as internal service re-configuration Programme Board)</p>	<p>information for their part of the service.</p> <p>Performance data used on a regular basis by branch management and service teams to target improvement.</p>	<p>Improved recruitment and retention. Position of social workers.</p> <p>The work is starting to develop integrated teams for the first 5 Childrens' Centres by April 2006. Internal reconfiguration and merged teams is subject of discussion paper already referred to.</p>
	<p>SSI 6.4 The directorate needed to ensure that supervision of all staff took place as required.</p>	<p>Identify how CFS workforce will need to be deployed to support the service re-configuration needed</p> <p>100% supervision & use of new supervision form to review cases.</p>	<p>September 2004</p> <p>September 2004</p>	<p>Colin Tucker</p>	<p>Strategy in place.</p> <p>100% of Supervision sessions taking place. All staff</p>	<p>Strategies in place for returning our DIPSW students</p> <p>Refocussing of family support staff's role.</p> <p>Compliance with SV requirements checked during regular file audits.</p>

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		Systematic review of supervision records by senior managers on a quarterly basis. All cases closed by a Service Manager.			trained in case recording and compliance ensured through supervision.	