

Blackpool Children's Social Care Improvement Plan

April 2023 to October 2024

Appendix 8(b)

Blackpool Council



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Introduction

Our journey of improvement over the next 18 months is set out in this document. This is a lengthy document however in reality has two key aims.

- 1. We will ensure more children who we support in Children's Social Care live within family settings. That should be their own immediate families. If that's not safely possible then we will ensure they live in either their wider family or with foster families. Children who live in families achieve better outcomes, have more successful lives.*
- 2. We will support more of our children in Blackpool to be in school and have a meaningful educational career. Blackpool is a town where deprivation is marked, the most successful way to move on from that and for children to build successful lives is for them to have the stability of a positive home life and to be engaging positively in education.*

To achieve these goals, we have developed a plan that is separated into two sections that will drive improvement for children and families in Blackpool.

The first part is focused on **practice**; this is key to improving outcomes for children. We want to continue to drive the practice improvements we have already achieved in Blackpool by our family workers, social workers and PA's. Our Obsessions remain and through our audit framework we will continue to understand our progress and to drive those obsessions.

The second part is the **strategic and operational structures** in which that practice occurs. We need to make improvements in these areas. Whilst our OFSTED inspection had many positive elements there remain key areas that we need to develop these being:

- The multi-agency response to children suffering domestic abuse or long-term neglect, and to those children with complex needs.
- Work with partners to strengthen their contribution to early help and neglect.
- Sufficient placements to meet children's assessed needs.
- The timeliness of meeting children's dental and emotional needs

We have also put in place an outcomes framework that will evidence the improvements to children and families we have achieved through the course of this plan. This outcomes framework will be reviewed to ensure that we are capturing the difference our plan is making to families.

The plan is not a static document. It will be developed and altered as we change and as we progress through the journey of service improvement for children and families in Blackpool.

Monitoring the plan and how we will measure success.

The plan is multi-faceted and the detail will be monitored through the existing governance and oversight structures we have put in place. For example, through our Transformation Board, our CSAP Direct Delivery groups and through the AD's Quality Assurance meetings. In addition there will be a quarterly improvement meeting chaired by the DCS and involving all key stakeholders.

We have adopted the Children's Social Care: National Framework. [Children's social care: national framework - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/children-social-care-national-framework)

Consequently we will be focusing on these four key Outcomes:

- Outcome 1: children, young people and families stay together and get the help they need
- Outcome 2: children and young people are supported by their family network
- Outcome 3: children and young people are safe in and outside of their homes
- Outcome 4: children in care and care leavers have stable, loving homes

Our improvements and focus upon achieving these four outcomes will be captured through both qualitative and also quantitative data. It is through our practice that we will have the biggest impact and we will monitor our practice through our robust audit work which will look at the quality of the work we are doing with children and with families. It will provide us with insight into our strengths as well as the areas we need to build upon. In addition to this qualitative data we will also develop our approach to how we gather feedback from the children and families we work with, exploring how we did, how we made them feel and the difference they feel we have made. We will gather other data around the outcomes we have achieved and specifically sustained outcomes through the adoption of the Supporting Families Framework outcomes across Children's Social Care. We are undertaking work within the period of this improvement plan to develop our gathering of evidence both in terms of individual children and families, but also in terms of the aggregation of all the children and families with whom we are working. Finally we will collect quantitative data that act as indicators of progress to the four outcomes listed above to further evidence the progress we are making.

1. Improving practice

We know the key practice activity that impacts upon children and families and supports them to keep safe and to improve their outcomes. Our practice obsessions are the elements of our work that we want to continuously improve to ensure we achieve good and outstanding outcomes for children.

We have created a Head of Service for Transformation who is also the Principal Social Worker and who will with our leadership team ensure improvement in practice is at the heart of the changes we will make.

Our performance in these practice obsessions will be captured through the audit cycle and we have a training and development programme that will drive improvements. Our aim in Blackpool as always is to continuously improve. Below outlines the obsessions, where we are now according to our audit work, the training and development we have put in place to drive those obsessions, and where we aspire to be in October 2024.

How audit drives our practice obsessions

Ref.	Our practice obsessions	Baseline April 2023	% identified as good in Audit in Oct 2023		% identified as good in Audit in March 2024		% identified as good in Audit in Oct 2024	
		Outcome	Target	Outcome	Target	Outcome	Target	Outcome
4	Timely Analytical and Comprehensive Assessments	48%	60%		70%		70%	
6	Timely and Effective Plans	39%	50%		65%		70%	
5	Effective Co-ordination between agencies	55%	60%		75%		80%	
8	Regular and Timely Reviews	39%	50%		65%		70%	
2	Child Centred Work	39%	50%		65%		70%	
10	Improving outcomes for children	34%	50%		60%		70%	
3	Effective Management oversight	30%	50%		65%		80%	
	Overall Grade	29%	50%		60%		70%	

Development work to support our practice obsessions

Our obsessions	January – June 2023
Timely Analytical and Comprehensive Assessments	<p>Understanding Equality, Diversity, Oppression, Discrimination & Anti-Racism (13/6/23-1 & 22/3/23-4)</p> <p>Good Quality Assessments & Analyses <i>for managers</i> (9/3/23-2)</p> <p>Genograms, Ecomaps & Impact Chronologies <i>for managers</i> (7/3/23-2)</p> <p>Domestic Abuse <i>for managers</i> (28/6/23-4)</p> <p>Intra-familial Sexual Abuse <i>for managers</i> (26/6/23-4)</p> <p>Neglect <i>for managers</i> (21/6/23-5)</p> <p>Fostering, Planning for Permanence & Connected Care whole service Development Day (Analysis 17/5/23)</p> <p>SSF whole service Development Day (Neglect 12/5/23)</p> <p>Assessment Learning Circle (05/01/23 3, 02/02/23 8, 29/03/23 8, 02/05/23 5)</p> <p>Child Impact Chronology and Genogram Learning Circle (05/01/23 14, 02/02/23 11, 29/03/23 9, 02/05/23 5)</p>
Timely and Effective Plans	<p>Outcome Focussed Plans & Reviews <i>for managers</i> (7/3/23-2)</p>
Effective Co-ordination between agencies	<p>Management of Allegations, LADO (7/6/23-5)</p> <p>Blackpool Children's Education Conference (Paul leading with partners 27/4/23)</p> <p>Blackpool Partnership Development Day (Vicky leading with partners 15/3/23)</p>
Regular and Timely Reviews	<p>Outcome Focussed Plans & Reviews <i>for managers</i> (7/3/23-2)</p>
Child Centred Work	<p>Direct work with Children Learning Circle (13/02/23 2, 24/03/23 9, 17/04/23 12, 19/05/23 6)</p> <p>Our Children Record Launch - 197</p>

<p>Improving outcomes for children</p>	<p>Foundational Audit Skills (12/6/23-5) Graded Care Profile 2 (16/01/23 9, 21/02/23 7, 23/03/23 4, 27/04/23 10, 22/05/23 4, 30/06/23 5) Safeguarding Blackpool's Children from Neglect (07/02/23 7, 07/03/23 5, 20/04/23 8, 28/06/23 11)</p>
<p>Effective Management oversight</p>	<p>Safe Uncertainty and Defensible Decision Making (5/7/23-2 & 7/3/23-11, 23/1/23-10) Managing Staff Performance (20/6/23-5) Step Up to Management (24, 25, 26/4/23-8) Reflective Supervision (1/3/23, 20/3/23, 19/4/23-7) Frontline Pathways programme (PW1-3, PW2-10, PW3-4) Understanding Equality, Diversity, Oppression, Discrimination & Anti-Racism (HoS 22/5/23) Adolescent Service Leadership Development Sessions (Supervision 29/3/23 & 11/5/23) SSF Team Manager away day (28/3/23) Data Development Day (13/3/23)</p>

2. Strategic and operational improvements.

As previously described, practice with children and families is the foundation to improving outcomes. However, that practice needs to occur in a strategic and operational context, in an environment and a culture that is focused upon achieving positive outcomes for children and families. This is set within our two key priorities of ensuring more children who are known to Children's Services in Blackpool are supported to live safely and well in a family setting and that more children in Blackpool engage positively in education.

To help us achieve this we have developed a plan with cross-cutting themes. Working at the earliest level of intervention is fundamental to our approach; early help isn't about a service, rather it underpins our work across the continuum of need. It means, wherever possible and where it is safe and appropriate to do so we work at the earliest level of intervention. We want to support our partnership to enhance and build upon the early help support they provide to children. It also means that whether it be our targeted early help offer or our statutory services, we support and offer help to children and families as early as possible to improve their outcomes.

Improving the lives and experiences of children and families in Blackpool requires a strong commitment to work in partnership, both strategically and operationally; we cannot achieve our aim without working collaboratively with all of our partners in health, the police, schools and other agencies who come into contact with vulnerable children. Perhaps most importantly it must be in partnership with children, their parents and wider family networks.

The focus is also on how we work with families; and undertaking activity and evidence-based interventions that actually make a difference; working with them not at them as we have described in our Blackpool Families Rock ethos and values. These interventions and this practice must involve partners and focus upon all elements of a child's experience. Including working with parents to support them in their ability to meet their child's needs and keep them safe.

This will be driven by oversight; from the strategic governance that holds us to account, to the direct delivery groups supporting our partnership work, to front line managers supporting staff to support children and their families. This oversight will drive the achievement of better outcomes Blackpool.

The plan below sets out the activity we are undertaking to improve the strategic and operational context, focusing on early help is the best help, working in partnership with children, families and wider partners is key, and the work we do should be focused upon improving outcomes and driven by robust oversight.

Ref.	What are we going to do?	Lead	Key milestones, actions and activities	Completion date	Current position – Is the activity on track? If not, what are the mitigations and when is completion expected?	Status
1. Strategic Partnerships.						
Head of Service Lead Kara Haskayne.						
1.1	Develop a new Children, Young People and Families Strategic Plan	Kara Haskayne – Head of Safeguarding Children & Strategic Partnership Boards	Hold Partnership event to discuss setting a new strategic vision and priorities for children, young people and families in Blackpool	16 Mar 2023	Complete – event held on 16 th March attended by over 80 representatives from partner agencies across Blackpool.	On Track
			Establish task and finish group to meet monthly to develop the priorities and objectives	30 Apr 2023	Complete	On Track
			Share initial consultation feedback and draft strategy with strategic leaders at the CYP and Families Partnership meeting	14 Jul 2023	Complete	On Track
			Consult with the wider partnership on the priorities and objectives and develop draft strategy	31 August 2023	Complete	On Track
			Approve final strategy through strategic and democratic process, sharing with CYP and Families Partnership, CYP Scrutiny Committee and Council’s Executive	30 Nov 2023	This has been delayed and we will aim to confirm in Jan 2024	At Risk
			Develop outcomes framework	31 Dec 2023	A draft outcomes framework has been agreed. Further consultation is required.	At Risk

1.2	Establish Strategic Partnerships Business Unit	Kara Haskayne – Head of Safeguarding Children & Strategic Partnership Boards	Develop business case and seek approval from corporate leadership team	6 Jun 2023	Complete	
			Work with HR to create new structure and job descriptions	30 Jun 2023	Completed. New structure designed	
			Advertise posts and recruit to new positions	30 Sept 2023	Completed all new staff recruited into posts.	
1.3	Review the function, membership and governance structure supporting the Children and Families Partnership	Kara Haskayne – Head of Safeguarding Children & Strategic Partnership Boards	Agree revised terms of reference, membership and structure with strategic leaders for a new Children, Young People and Families Strategic Partnership	14 Jul 2023	Complete	
			Implement new meeting and reporting structure for boards reporting to the partnership	31 Oct 2023	Complete the board and reporting structure has been agreed.	
1.4	Implement new Blackpool Children’s Safeguarding and Assurance Partnership arrangements	Kara Haskayne – Head of Safeguarding Children & Strategic Partnership Boards	Hold a workshop to establish safeguarding priorities for Blackpool and agree partnership arrangements and workstreams	19 Jun 2023	Complete – the CSAP have agreed to four workstreams or delivery groups.	
			Set up and hold first delivery group meetings for neglect, DA, contextual safeguarding, Request for Support Hub	31 Jul 2023	EH Delivery Group 25 July 2023 RfSH Delivery Group 27 July 2023 Neglect Delivery Group 24 July 2023 DA Delivery Group tbc	
			Agree Scrutineer and assurance process and recruit independent Scrutineer	31 Oct 2023	Scrutineer interviews will occur on 15/01/2024	

			Agree terms of reference for delivery groups	30 Sept 2023	All agreed bar DA and Request for Support Hub. All will be agreed by the end of October 2023.	
1.5	Strengthen the Corporate Parenting role and responsibility so that it can effectively hold all partners to account.	Chris Coyle – AD for Operations Children’s Social Care	Refresh the terms of reference and expand membership to ensure all partners with corporate parenting responsibility are represented.	19 Sept 2023	Terms of reference refreshed. Attendance needs to continue to be monitored.	
			Develop Corporate Parenting dashboard of key performance indicators relating to each of the five promises.	31 Dec 2023	The outcomes framework has been agreed in draft. This needs to be formally agreed and a process of how we report confirmed	
			Further embed and reinforce the whole council approach to considering the impact of all policies and procedures on children and young people	Oct 2024	22/08/2023 Update template for Corporate Decision making now includes a section on the impact for Our Children	

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2. Early help and supporting families

Head of Service Lead Joanne Stewart

2.1	Develop Family Hubs in line with government guidance as part of the national Family Hub programme	Joanne Stewart – Head of Early Help and Support Service	Implement the Start for Life offer	31 Mar 2025		
			Establish processes for management information and finance returns	30 Apr 2023	First return submitted in April	
			Identify location for Blackpool South Hub	1 Jun 2023	Complete – Palatine Leisure Centre remodelled to include Family Hub space	
			Formally launch the Family Hubs	13 – 14 Jul 2023	Complete, all three Hubs formally launched.	
			Establish a governance structure including a project board	25 Jul 2023	Complete, the Early Help Strategic Delivery Group will provide the governance oversight for the Family Hubs development.	
			Establish robust processes for gathering family feedback	31 Mar 2024	We have commenced a piece of work led by the Principle Social Worker to ensure we gather families feedback. Draft plan to be provided by Feb 2024.	

			Comply with key deliverables of Family Hubs set out in national sign-up conditions to meet minimum expectations	31 Mar 2025		
2.2	Deliver Supporting Families	Joanne Stewart – Head of Early Help and Support Service	Establish multi-agency Data Board with robust data sharing agreements linking to CYP and Families governance structure	31 Oct 2023	July 2023: Meetings have taken place in March and July 2023 to discuss the scope and remit of the Data Board, which has been broadened from Supporting Families to include consideration of developing a partnership-wide dataset. The next step is to develop draft terms of reference to set out the scope, purpose and suggested membership of the Board, alongside a proposal for establishing a partnership Data Board with responsibility for developing a local area dataset. This will be presented to the CYP&F Partnership in October.	
			Consider wider opportunities to support payment by results claims to ensure we capitalise on funding available through the SF programme – target 506 families by March 2024	31 Dec 2023	12/01/2024 Wea are aiming to extend this into SSF however there are current challenges in terms of capturing the data.	
2.3	Establish Early Help Strategic Delivery Group as	Joanne Stewart – Head of Early Help and	First meeting to take place 25 July to agree terms of reference, membership	25 Jul 2023	Update 25/07/2024	

	part of the new local CSAP arrangements (see 1.4)	Support Service			Complete. The initial meeting has been held, further meetings have been arranged 6 weekly.	
2.4	Review and relaunch the Early Help Strategy	Joanne Stewart – Head of Early Help and Support Service	Undertake early help system guide self-evaluation with the partnership	1 Jul 2023		
			Agree a process for reviewing the EH Strategy	26 Sept 2023	12/01/2024	Agreed that the review of the current strategy will be conducted and that will become the basis of the next iteration of the Early Help strategy.
			Set up a task and finish group to co-produce the draft strategy	30 Nov 2023	12/01/2024	As above.
			Consult with wider partnership	31 Dec 2023	12/01/2024	As above
			Approve and re-launch the strategy	28 Feb 2024	12/01/2024	It was agreed as a multi-agency group on 12/01/24 that updating the strategy will be delayed until there has been a full review of the current strategy

3. Transformation

Head of Service Lead Laura Chadwick.

3.1	Establish Transformation Board to oversee the implementation of new practice model	Laura Chadwick – Head of Transformation and PSW	Agree scope and set up of the new Transformation Board	25 Jul 2023	Initial scoping meeting to take place on 25 July	
			Hold first meeting to agree membership and terms of reference	31 Aug 2023	Delayed first meeting is to be held on 19 th Oct 2023 12/01/2024 Completed.	
3.2	Design, develop and implement children’s social care practice model based on Blackpool Families Rock ethos and values	Laura Chadwick – Head of Transformation and PSW	Set up operational transformation group and agree terms of reference	31 Aug 2023	Completed An operational group has bene established and is feeding into the strategic group. It is also	
			Develop project implementation plan and agree who, how and outcomes	31 Oct 2023	Complete	
			Design and agree team structures	31 Dec 2023	Team structures agreed in draft however further consultation required.	
			All staff to be trained in Motivational interviewing	28 Feb 2024		
			Recruit to posts	28 Feb 2024	Funding has been agreed and process of consultation and recruitment has been agreed.	

			Launch BFR multi-agency operational model	31 Mar 2024		
4. Neglect						
Head of Service Lead Toni Harrison						
4.1	Establish Neglect Strategic Delivery Group as part of the new local CSAP arrangements (see 1.4)	Kara Haskayne – Head of Safeguarding Children & Strategic Partnership Boards	Develop partnership Neglect wide action plan	31 Oct 2023	12/04/2024 Work has commenced on the neglect action plan as part of the Neglect Strategic delivery plan.	
			Neglect Delivery group to explore the use of Graded Care Profile by partners	30 Nov 2023	Meeting held with BwD to review Graded care profile, further discussions required.	
			Workforce development group to carry out partnership wide training needs analysis	31 Dec 2023	This has not yet been commenced. Revised target timescale of May 2024.	
			Commission a multi-agency audit of neglect	30 Apr 2024		
4.2	Review and refresh the Blackpool Neglect Strategy	Laura Chadwick – Head of Transformation and PSW	Work through the Neglect Delivery Group to review and refresh the Blackpool Neglect Strategy (<i>additional steps to be added</i>)	30 Apr 2024		
4.3	Implement use of Graded Care Profile toolkit to	Toni Harrison – Head of Service	Undertake self-assessment of the use of graded care profile	31 May 2023	Review was undertaken, not all children’s social care staff are trained.	

	ensure a consistent assessment of neglect.	Strengthening and Supporting Families			Roll out of the use of GCP2 to be undertaken.	
			Undertake audit of the use of Graded Care Profile	31 Oct 2023		
			PDL team deliver neglect training	To commence Sept 2023		
			Develop dataset to capture use of GCP.	30 Nov 2023		
4.4	Formalise an approach to working with specific families where neglect is a feature where removal is not the best outcome.	Chris Coyle – AD Operations, Children’s Social Care	Set up a working group to agree the approach to specific children and families where neglect is long term.	31 May 2023	Complete	
			Set up an “In Reach” Team that will work with families experiencing neglect	31 May 2023	Complete	
			Develop the approach and pathways into that support	31 Oct 2023	The “In Reach” Team has been developed. Agreed pathway into this team and the role it plays in staged approach to neglect to be developed.	
4.5	Review the support in place and monitoring of children that are Privately Fostered.	Toni Harrison – Head of Service Strengthening and Supporting Families	Design practice guidance and implement training for all staff around Private Fostering processes and practice	28 Feb 2023	Action complete: Practice guidance and training workshops were delivered.	
			Develop a tracking system and reporting structure for PF children	28 Feb 2023	Tracking system implemented but information not being shared which prevents tracking and monitoring	
			Work with the systems team to develop a MOSAIC pathway for PF	31 July 2023	Update 16/08/2023	

					<p>Awaiting systems team to develop dataset and tracking system</p> <p>Update 12/04/2024</p> <p>Due to capacity challenges in systems team, the Private Fostering Pathway has been delayed. Monthly meeting in place with Systems lead to ensure we have this in place as soon as possible.</p> <p>A spreadsheet based monitoring system is in place to ensure effective tracking.</p>	
			Commission an independent annual audit of private fostering (first audit to be done by 31 Oct 2023)	30 Oct 2023	<p>12/01/2024</p> <p>An independent audit has been commissioned. We are awaiting confirmation of a date for this to commence.</p>	
			Share audit findings with leaders and incorporate learning into the workforce development plan	30 Nov 2023	<p>12/01/2024</p> <p>Delayed as the audit though commissioned has not yet been completed.</p>	
4.6	Redesign the Children with Complex Needs team to distinguish between safeguarding children and supporting vulnerable	Toni Harrison – Head of Service Strengthening and Supporting Families	Review the remit and focus of the CWCNT to identify how the team could function more effectively	30 May 2023	A service review has been completed identifying resource and capacity issues, a need for greater clarity regarding the criteria for accessing support, which family members should be held by the team and a clearer	

families and improve managerial oversight				distinction between safeguarding and support functions.	
		Produce new team model and consult with team	31 Aug 2023	<p>Update 31/10/2024</p> <p>A new team model has been developed which splits the functions of the team between two team managers, with clear functions and responsibilities agreed for each team and a revised criteria for accessing support.</p> <p>Recruitment has not yet commenced.</p> <p>Update 12/01/2024</p> <p>The recruitment process has been completed and the new staffing structure is in place.</p>	
		Implement restructure the CWCNT to split the functions of the team	1 Sept 2023	<p>31/10/2024</p> <p>Proposed structure has been shared with the team and confirmation to proceed with restructure is being sought.</p> <p>12/01/2024</p> <p>New structure has been implemented.</p>	
		Develop a bespoke commissioning approach to support families through the CWCN Resource Panel.	1 Oct 2023	<p>12/01/2024</p> <p>This work has not yet been fully completed. The resource panel is</p>	

functioning however further adaptations and approaches are required to ensure the linking with adult services is effective specifically in ensuring a positive transition to adult services.

Review the effectiveness of new team structure 31 Mar 2024

5. Domestic abuse

Head of Service Lead Amanda Lynch

5.1	Participate in pan-Lancashire scrutiny review of DA to assess the effectiveness of processes and support for families	Amanda Lynch – Head of Service Hub AST and Awaken	External review of the effectiveness of processes and practice to support families experiencing DA undertaken	Commissioned March 2023	31 July 2023 – Final Report has not yet been received. 12/01/24 The report has been received and shared with all partners via the Domestic Abuse Board.	
			Attend feedback session to receive the review findings	29 Jun 2023	31/07/2023 Final report has yet to be received. 12/01/2024 Report has been received and specific findings are being developed in response. However the DA strategic delivery group has yet to commence to drive through the partnership approach specifically around children and families and domestic abuse.	

			Report received and shared with DA Board and DA Delivery Group	25 Jul 2023	12/01/2024 As above.	
			Children's Domestic Abuse Delivery Group to develop an action plan based on the findings and recommendations of the review	31 Oct 2023	12/01/2024 The DA Strategic Delivery group has not yet commenced due to challenges in identifying Police representation. Police colleagues have agreed to chair this meeting however due to restructuring they have not been able to identify the right level of representation to drive forward the partnership approach.	
5.2	Children's DA Delivery Group to review the Blackpool Domestic Abuse Strategy to determine whether the commissioned services meet the needs identified.	Laura Chadwick – Head of Transformation and PSW	Create guidance on the types of interventions to be written into children's plans	30 Sept 2023	12/01/24 This has been delayed and guidance is currently being reviewed.	
		Amanda Lynch – Head of Service, Hub, AST, Awaken	Review the services commissioned for perpetrators, survivors and children and develop guidance on the interventions	31 July 2023	12/01/2024 As above.	
			CSAP Workforce Development Group to develop and deliver training on Domestic Abuse resources available	31 Jan 2024	12/01/2024 This timescale will not be achieved due to the issues highlighted above.	
5.3	Review the role and functioning of MARAC and develop a robust dataset for MARAC to be	DA Strategic Delivery Group	Review the role of children's social care within MARAC to ensure that Children's Social Care contribute to MARAC effectively whilst focusing upon	7 Jan 2023	Completed The role of CSC in MARAC has been reviewed and CSC continue	

	monitored by DA Strategic Delivery Group and reported to the Data Board		safeguarding responsibilities towards children		to engage with MARAC, however the focus is upon ensuring children are effectively safeguarded	
			Identify a set of partnership performance and impact measures that will demonstrate impact of MARAC	30 Nov 2023	12/01/2024 This have not yet been agreed. Data gathering in regards to MARAC, who has not yet been formalised.	
			Audit the MARAC process to ensure the effectiveness of the service.	28 Feb 2024		
5.4	Develop and implement a model of working with families where DA is an issue	Amanda Lynch – Head of Service, Hub, AST, Awaken Laura Chadwick – Head of Transformation and PSW	Identify a standardised model of practice for supporting children where DA is an issue	31 Oct 2023	12/01/2024 A model of practice has bene agreed in draft. Further amendments are required however prior to it being launched.	
			Implement training around that model of practice and ensure staff have a tools and interventions to effectively support children and families where domestic abuse is an issue. (Linked to the transformation of Children’s Social Care work)	31 Dec 2023	12/01/2024 As above.	

6. Permanence and stability

Head of Service Lead Rachel Barnes

6.1	Ensure there is a consistent understanding of thresholds of support based on the Working Well with Families threshold document.	Laura Chadwick – Head of Transformation and PSW	Roll out training to the workforce on Working Well with Families threshold document	31 Aug 2023	12/01/2024 Thresholds training has commenced and evidence within our data shows that it is having a positive impact. There remains a number of staff that have yet to complete the training.	
			Develop and deliver a partnership training package to increase understanding of the Working Well With Families document	30 Nov 2023	12/01/2024 This will be completed via the Early Help and RfSH strategic delivery groups and planned via the workforce board. In addition partnership training will be provided as part of the implementation of Family Safeguarding.	
6.2	Ensure children who require legal intervention to support them and meet their needs experience no drift or delay.	Leanne Harrison – Service Manager Supporting Our Children	Review of PLO processes in Blackpool to be conducted by LCC	21 Jun 2023	13/07/2023 This has been completed.	
			Review and implement the findings of the LCC PLO review.	30 Sept 2023	12/01/2024 An action plan has been developed and changes are being made to practice to improve the effectiveness of our practice in PLO.	

			Develop a data set that tracks the length of time of care proceedings	31 Oct 2023	12/01/24 We have a data set of how long children are subject to pre-proceedings. This and other measures feeds into our pre-proceedings tracker to ensure effective grip on this key area of practice.	
6.3	Improve the experience of children and families where babies are “Born into Care”	Victoria Gent – DCS	Three key strands improving the experience from: 1. Between conception/ identification and the birth 2. Between the birth and the separation 3. After the separation	Mar 2024		
6.4	Improve the experience and support of children and families that are supported through a Supervision Orders	Kara Haskayne – Head of Safeguarding Children & Strategic Partnership Boards	Develop and disseminate a pathway to ensure IRO oversight of Supervision Orders.	31 May 2023	12/01/2024 This is in place.	
			Undertake an Audit of children supported by a Supervision Order to review the effectiveness of IRO oversight in driving the plan.	31 Mar 2024		
	Improve the experience and outcomes we achieve for UASC	Sara McCartan – Head of Adolescent Service	Develop a pathway of support for UASC	31 May 2023	Update 23/08/2023 Completed to be approved by CS SLT on 18/09/2023 Update 12/01/2024	

					This has been completed and added to our Policies and procedures.	
			Draft policy developed to be finalised by 30 September 2023	30 Sept 2023	Update 12/01/24 This has been completed, and shared with all staff.	
6.5	Increase the proportion of our children placed in foster care or returned safely to their immediate or wider family	Rachel Barnes – Head of Supporting Our Children	Move the Family Intervention Team from SSF to SOC in order to support greater placement stability	31 Jan 2023	Complete – Families Together Intervention Team have moved to SOC	
			Develop a fostering sufficiency plan that supports our aims of ensuring that children are cared for in their immediate or wider families and if that's not achievable, that they are cared for in a family setting.	31 Dec 2023		
			Implement a residential panel that focuses on supporting children in residential settings back into a family environment where appropriate and ensures we are achieving positive outcomes for children in these homes.	31 Jul 2023	Update 22/08/2023 Complete. Panel is set up and running every week.	
			Create MOSIAC meeting template and develop process to meet with partners to drive progress in between statutory meetings	31 Oct 2023		
			Develop a structured pathway model of placement support that will support	30 Sept 2023		

			children and young people back into a family environment			
			Implement a structured approach to the oversight of unregistered provision whereby young people placed are reviewed weekly with service managers.	31 Jul 2023	Weekly meetings in place to review. Capturing of information however is not yet as consistent and as robust as required. To be reviewed on 13 Sept 2023	
			Develop a Fostering Association to provide a support network for our foster carers.	31 Jul 2023	Update 22/08/2023 Fostering Association is now up and running.	
			Submit expression of interest to Dept. for Education to work with Blackburn with Darwen and Cumbria to develop a joint approach to Foster Care Recruitment and Support.	30 Jun 2023	Update 22/08/2023 Stage 1 application complete and approved. Stage 2 of application due by 18/09/2023	
			Refresh the Permanence Policy including clarifying the process of ratification of permanence.	31 Dec 2023		
			Develop MOSIAC system so ratification of children being matched for permanence to a foster carer is captured.	31 Jan 2024		
			Connect children who have been looked after with their families and wider networks through the Lifelong links programme.	30 Nov 2023	20/08/2023 update Life Long links work has commenced however further cohort of children need to be identified.	

6.6	Improve health outcomes for Our Children	Rachel Barnes – Head of Supporting Our Children	Create an Our Children Health group as a subgroup of the Corporate Parent Panel to focus on improving health outcomes for Our Children, ensuring that we are effectively undertaking our shared statutory responsibilities in relation to health assessments, and exploring issues around take up and recording	30 June 2023	Completed – Our Children Health group as a subgroup of the Corporate Parent Panel has been set up	
			Undertake an audit of Initial and Repeat Health Assessments	30 Sept 2023	5 Aug 2023 Audit has been completed. Findings to be shared at the autumn Corporate Parenting Board and actions implemented by the OC Health sub group	
			The Our Children Health sub group review and develop a plan to implement the findings of the Our Children Health Assessment Audit	31 Oct 2023	12/01/2024 This is in progress there have been challenges to ensure that the right health colleagues are represented. However this is now in place. Work continues however to ensure that it is having a positive impact upon our children's health.	
			Work with health partners to ensure that Our Children have access to dental care	30 Nov 2023	12/01/2024 Dental pathway has commenced drive through the Our Children Health Subgroup. This has had a positive impact as the number of	
6.7	Support Our Children to ensure that they	Rachel Barnes – Head of	Increase the proportion of children (from a baseline Dec 2022) who remain in	31 Oct 2024		

	experience a positive transition into adulthood	Supporting Our Children	Staying Put arrangements through ensuring that these are discussed and planned through both the My reviews and planning and support to our foster carers.			
		Sara McCartan – Head of Adolescent Service	Set up Task and Finish group to evaluate the impact of Positive Transitions and explore alternative housing pathways to independence	30 June 2023	12/01/2024	A working group has commenced. Work continues to improve the experience of our children in accessing housing support.
			Increase LC grant from £2,000 to £3,000 for young people leaving care after 1 April 2023	30 June 2023	Implemented 14 th June 2023	
			Set up co-production group to review care leaver offer and develop new Leaving Care offer	31 Jan 2024		

4. Education and employment for vulnerable children Our Children and those leaving care

Head of Service Lead Sara McCartan

7.1	Review and strengthen the accountability and governance of the Virtual School	Chris Coyle – AD for Operations Children’s Social Care	AD for Operations Children’s Social Care to join the Virtual School Governing Board	31 July 2023		
		Helen Piggott – Virtual School Head	Annual report to be presented to the next Corporate Parent Panel on 19 September setting out progress of Our Children for the previous academic year	19 Sept 2023	12/01/2024	Completed. A Our Children Education subgroup has been created as a result. This group is developing an action plan that will drive improvements in Our Childrens Education.

					The work of this group will be monitored through the Corporate Parenting Board.	
			Develop cycle of reporting information and data on children and young people's progress in education	19 Sept 2023	12/01/2024 This is being developed through the Our Children Education subgroup	
7.2	Improve the attendance of vulnerable children at school	Joanne Stewart – Head of Service Early Help Amanda Lynch Head of Service HUB AST and Awaken Rachel Barnes – Head of Supporting Our Children Toni Harrison – Head of Service for SSF Helen Piggott – Virtual School Head	Ensure early years providers and education settings are invited to all Early Help meetings, Assessment, Child in Need Core Group and review meetings. Implement pro-active 6 weekly planning meetings between SW and Virtual School to tie in with regular planning meeting cycle. Schools will be invited to attend half termly or termly. Review tracking processes, increase the frequency of progress reports and improve data sharing between Virtual School, SOC and SSF to improve oversight of school attendance and exclusions for specific children known to Children's Social Care.	30 Sept 2023 30 Sept 2023 31 Dec 2023	12/01/2024 This has been briefed to all staff. Monitoring of attendance at review meetings has been developed with systems team and reports will be being provided from Feb 2024. 12/01/2024 This work has commenced but remains in its early stages and is not yet consistently in place. Virtual Head is working alongside the relevant Heads of Service to ensure that this is completed. 12/01/2024 As above.	

7.3	Ensure 100% completion rate for PEP's by SW Teams (currently 63%).	Rachel Barnes – Head of Supporting Our Children Helen Piggott – Virtual School Head	Develop and implement training for FSW/SW/PA's in completing PEP's, supporting the attendance of vulnerable children and their positive transition through educational key stages and education settings. PEP completion will be monitored monthly alongside other KPI's and will be fed into the AD QA meeting.	Termly monitoring		
7.4	Increase the number of our Care Leavers that are in employment, education or training from the baseline of Jan 2023 by Oct 2024	Sara McCartan – Head of Adolescent Service	Deliver the Connected Futures project Achieve this through the above activity and focusing support on school stability, attendance and attainment on the educational needs for our children specifically in Key Stage 4. Delivery of the Employment and Skills Strategy and Corporate Parenting Strategy.	Oct 2024		
				Oct 2025		

How we will measure success (Quality of our practice)

Ref.	Our practice obsessions	Baseline April 2023	% identified as good in Audit in Oct 2023		% identified as good in Audit in March 2024		% identified as good in Audit in Oct 2024	
		Outcome	Target	Outcome	Target	Outcome	Target	Outcome
4	Timely Analytical and Comprehensive Assessments	48%	60%	42%	70%		70%	
6	Timely and Effective Plans	39%	50%	41%	65%		70%	
5	Effective Co-ordination between agencies	55%	60%	52%	75%		80%	
8	Regular and Timely Reviews	39%	50%	59%	65%		70%	
2	Child Centred Work	39%	50%	47%	65%		70%	
10	Improving outcomes for children	34%	50%	45%	60%		70%	
3	Effective Management oversight	30%	50%	46%	65%		80%	
	Overall Grade	29%	50%	48%	60%		70%	

How we will measure success (outputs)

Outcome	Indicators	Baseline April 2023	Target October 2023	Target March 2024	Target October 2024
Outcome 1: Children, young people and families stay together and get the help they need	Early Help Assessment rate per 10,000	384/10,000	400/100000	400/10000	400/10000
	Rate of children with an active Early Help plan per 10,000	292/10000	300/10000	325/10000	350/10000
	Referral Rate per 10,000	833/10,000	825/10,000 Actual 798/10,000	810/10,000	800/10000
	% of referrals which are repeat referrals	21%	20% Actual 20%	20%	20%
	Rate of assessments completed	1008/10,000	1012/10,000		
	% of children supported in an Interim Care Order that's greater than 26 weeks.	39%	35% Actual 43%	30%	25%

Outcome	Indicators	Baseline April 2023	Target October 2023	Target March 2024	Target October 2024
	Improve the rate of attendance for children supported at Early Help/CIN/CP level	82%	85%	87%	90%
	Rate of new entrants to care in line with statistical neighbours	60/10,000	58/10,000 <i>Actual 57/10,000</i>	57/10,000	55/10,000
	Rate of children in care in line with statistical neighbours	184/10,000	184/10,000 <i>Actual 186/10,000</i>	180/10,000	175/10,000
Outcome 2: Children and young people are supported by their family network	Number of families who have had a Family Group Conference.				
	Number of children who have been supported through Life Long Links.				
	Number of children who have been supported to safely return to their immediate or wider family's care.				
	% of children in care living with their family networks	16%	16% <i>Actual 16%</i>	16%	17%
Outcome 3:	Rate of section 47 investigations per 10,000	478/10,000	450/10,000 <i>Actual 422/10,000</i>	400/10,000	350/10,000

Outcome	Indicators	Baseline April 2023	Target October 2023	Target March 2024	Target October 2024
Children and young people are safe in and outside their homes	Rate of section 47 investigations which result in an initial child protection conference	141/10,000	120/10,000 Actual 112/10,000	110/10,000	100/10,000
	Rate per10,000 of children supported by a Child Protection Plan	128/10,000	117/10000 Actual 110/10,000	105/10,000	90/10,000
	% of children who have had a repeat Child Protection Plan	35%	33% Actual 34%	30%	28%
	No of children supported via pre-proceedings.	78	63 Actual 33	50	40
Outcome 4: Children in care and care leavers have stable, loving homes	% of interim care orders over 26 weeks	39%	35% Actual 43%	30%	25%
	% of children in care living in foster care	66%	66% Actual 68%	67%	68%
	% of children in care living in residential care	14.5%	13% Actual 13%	11%	10%
	Percentage of children living more than 20 miles from Blackpool	14.9%	14.5%	14%	13.5%

Outcome	Indicators	Baseline April 2023	Target October 2023	Target March 2024	Target October 2024
	Stability of placements of children in care	56%	57% <i>Actual 56%</i>	58%	60%
	% of Our Children with an up to date SDQ score. <i>(Data currently captured yearly however we want to capture more frequently)</i>	50%		80%	
	Average SDQ score in line with England average and statistical neighbours. <i>(Data currently captured yearly however we want to capture more frequently)</i>	16		14	
	% of Our Children within the Concern band to reduce in line with England average and statistical neighbours <i>(Data currently captured yearly however we want to capture more frequently)</i>	40%		35%	
	Progress and attainment in Key Stage results for children in care	Baseline October 2023	Target October 2024	Actual October 2024	

Outcome	Indicators	Baseline April 2023	Target October 2023	Target March 2024	Target October 2024
	Improve the rate of attendance for Our Children	93%	94%	95%	95%
	% of our care leavers with whom we are in touch	89%	92%	95%	100%
	% of care leavers in education, employment or training 17-18 year olds	56%	58% Actual 51%	60%	62%
	% of care leavers in education, employment or training 19-21 year olds	58%	60% Actual 59%	62%	64%
	% of care leavers in sustained education employment and training (need to clarify the measure).				
	% of care leavers in suitable accommodation	95%	95% Actual 95%	95%	95%

How we will measure success (outcomes)

Whilst we have the above statistical evidence of the impact we are having we will also look more closely at the sustained outcomes we want to achieve. To do this we will utilise the Supporting Families Outcomes Framework.

We need to undertake work to more effectively capture the impact we are having on individual children and families as well as the aggregation of all the children and families that we are involved with. We are working with our business intelligence team and aim to have information on how we are positively impacting by Oct 2024.

