

## ***Draft example***

### **Shropshire's Ambitions**

#### **Ambition 1**

**Leaders and managers at every level understand and influence practice to be consistently good.**

**Lead:**

**What we need to do:**

- Ensure all our leaders are able to consistently offer effective oversight, direction and accountability as set out in national frameworks.
- Embed quality assurance as routine for every manager • Implement moderation process for all case file audits.
- Implement and embed mixed methodology of audit and other quality assurance activity.
- Strengthen and integrate audit, learning and practice improvement activity • Develop our auditors as practice and learning leaders at every level
- Support a process of effective multi-agency case file auditing.

**Key Performance Indicators:**

- 100% of audits completed.
- 100% case file audits moderated (to be implemented incrementally)
- 70% of case file audits judged to be Requires Improvement or better.
- 70% audits evidence child's lived experience consistently
- 70 % of supervision audits judged to be Requires Improvement better.

**Our approach:**

To coach and support managers to audit for impact so that they support practitioners' learning that makes a difference to children and families.

**What we have achieved:**

- Increased internal audit activity.
- Improved data quality through creation of dashboard and better daily, weekly and monthly reports
- Developing use of Performance Clinics and reporting to Quality & Performance Board Invested in a strategic lead focused on service wide practice improvement.

## **Ambition 2**

**Children and families receive the right help, at the right time, from the right professional.**

**Lead:** Strategic Lead for Early Help, Strategic Lead for First Response, Head Of All Age Commissioning

### **What we need to do:**

- Implement our “right help, right time” model of support at locality level with partners.
- Raise the status of children in need practice and embed model of effective intervention led practice.
- Review and refresh our ‘step down, step up’ processes across the child's journey.
- Develop an integrated and responsive Front Door model • Embed service user feedback and experience as routine, to understand the child's lived experience.
- Develop and embed seamless and responsive transfer process across a child's journey.
- Embed multi-agency meetings as the vehicle to drive effective planning that makes a difference Key Performance Indicators:
  - Increase in % of EHA assessments completed by partner agencies/ families supported by partner agencies.
  - Reduction in number and % of re- referrals.
  - Rate of children subject of Child Protection Plans aligned with statistical neighbours.

- Reduction in % of CP plans that are re-plans with 2 years of a previous plan ending
- Rate of children becoming Looked After aligned with statistical neighbours.
- Increase in number of families that report they received the right help at the right time.
- 70% of children in need cases judged 'requires Improvement' or better.

#### **Our approach:**

To harness the strength and expertise across the service and partnership to respond to children and families' issues as they emerge.

#### **What we have achieved:**

- Developed Levels of Need Document and cascaded across the partnership.
- Re-shaped the Front Door to be more responsive.
- Developed Intensive Family Support Teams and Families Matter Service
- Strengthened link between Social Care and Early Help at the Front Door
- Strengthened link between children's social care and Schools.
- Established a domestic abuse practitioner within First Response Team
- Engaged with Partners in Practice to review systems and processes at the

#### **Ambition 3**

**Front Door Quality of Practice is consistently good across the service so that it makes a difference to our children and families.**

#### **Lead:**

#### **What we need to do:**

- Embed intervention led practice so that practitioners become agents of change when working with children and families.
- Enhance the quality of assessments and outcome focused planning for each individual child.
- Embed the use and understanding of child impact chronologies.
- Enhance the quality and consistency of reflective supervision.

- Create the conditions for best practice to flourish and Trafford to become the employer of choice Key Performance Indicators:

#### **Key Performance Indicators:**

- 70% of staff completing Restorative Relational Practice Programme
- 80% of supervision in line with practice standards
- 70% of case file audits evidence strength-based assessment.
- 80% Supervision audits evidence reflective supervision
- 100% cases evidence management oversight in line with practice standards
- Reduction in social work vacancies

#### **Our approach:**

To support practitioners at every level through high quality supervision and learning opportunities, to enable them to be agents of change when working with children and families. We will coach and support all to achieve this.

#### **What we have achieved:**

- Implemented comprehensive training programme.
- Revised and refreshed Supervision Policy
- Started to use Practitioner-Led Forums as learning spaces.
- Revised and refreshed key policies, procedures and standards.
- Implemented Restorative Relational Practice programmes.

#### **Ambition 4**

**Our children will live safely and permanently with a family, wherever it is safe to do so.**

#### **Lead:**

#### **What we need to do:**

- Ensure all children in care have a clear plan of permanence that makes a difference.
- Ensure all children we work with understand their life story and the decision that we have made for them.

- Reduce the number of children placed with parents.
- Increase our placement sufficiency through local family based care.
- Embed the No Wrong Door provocations and methodology as routine in our care planning.
- Embed the deep dive methodology to drive dynamic care planning.
- Improve the quality and consistency of our Aftercare Services

#### **Key Performance Indicators:**

- Increase in % of children living in stable placement.
- Reduction of children experiencing planned moves.
- Reduction in number of children living in external placement.
- 20% reduction in number of children placed with parents each year.
- 15 additional households recruited.
- Increase the % Care Leavers actively participating in their reviews and pathway plan reviews.
- Increase the number of children exiting Care to live with Special Guardians
- Increase in the number of children successfully living with Special Guardians.

#### **Our approach:**

To ensure children have the right plan that supports them to have a stable safe base with trusting relationships that endure to adulthood and beyond. We will use the principles and provocations of 'No Wrong Door' to underpin our approach and apply the benchmark of "would this be good enough for my own child."

#### **What we have achieved:**

- Decreased the number of young people living in external residential children's homes.
- Increased the number of children living with Special Guardians
- Established the infrastructure for the No Wrong Door Model
- Whole service sufficiency model in place

- Revised and re-launched the IRO dispute process
- Revised IRO recording pathway
- Introduced dedicated IRO for Care Leavers

### **Ambition 5**

**To narrow the gap through working collaboratively to reduce the number of children that are living and experiencing neglect.**

**Lead:** Strategic Lead Children's Social Care and Safeguarding Partnership. (SSP)

#### **What we need to do:**

- Increase our early identification of neglect across partner agencies • Develop and embed a consistent model of practice in respect of neglect
- Embed a menu and range of neglect focused training
- Support all children to have the opportunity to consistently access education

#### **Key Performance Indicators:**

- % of children identified as living in households where neglect is a feature
- Increase the number of graded care profiles completed by partner agencies
- Reduce the re-referral rate; reduce issue of care proceedings where neglect is a feature
- Monitor the number of CP plans with primary category of Neglect against the last 12 months
- Number of families that report to have been helped and changes sustained

#### **Our approach:**

We will 'work with' rather than 'do to' parents where children are living in households where neglect is a feature by recognising that neglect is a cumulative issue and working collaboratively. We will harness the strength of the partnership to identify neglect at the earliest stage.

#### **What we have achieved:**

- We have provided extensive multiagency training in Graded Care Profile 2
- We have continued to embed a Restorative Practice Approach with an increasing emphasis on working “with” families, rather than “doing to” them

- We have commissioned training on Effective Assessment and SMART planning in children's services: ensuring the voice of the child is fully considered
- Multi Agency work plan and commitment to tackle neglect in place
- Community hubs operational and training has been provided

**Ambition 6 We will work together to strengthen our practice and approach when working with families where domestic abuse and or coercion is a feature and to reduce the harm our children experience**

**Lead:** SSP Rep, Strategic Lead Front Door

**What we need to do**

- Roll out "standing in the child's shoes" methodology across the service and partnership
- Disseminate learning from rapid reviews to influence front line practice • Embed an agreed approach and model of practice to manage risk when working with forms of domestic abuse and coercion
- Roll out Reducing Parental Conflict Strategic Plan as part of our early Intervention approach
- Develop clear understanding of prevalence of Domestic Abuse within Shropshire to inform commissioning intentions

**Key Performance Indicators:**

- Reduction in number of care proceedings in respect of Domestic Abuse
- Reduction in % of children subject to a CP where DA is a feature
- Reduction of repeat CP planning episodes for children where DA is a feature
- Increase number of EHA and TAF meetings held where DA is a factor
- % of CYP report a significant improvement in their confidence & self-esteem )
- % of CYP report better family relationships and a reduction in feelings of isolation
- % of CYP reported they were more resilient and more capable of dealing with life events
- % of Families de-escalated from MARAC.

**Our approach:**

Using evidence based practice that makes a real difference. We will stand in our children's shoes to understand their lived experience and the action we need to take to reduce the harm they may be experiencing.

**What we have achieved:**

- Redesigned our MARAC processes
- Embedded a domestic abuse worker at the Front Door
- Implemented Operation Encompass • Learning from practice and processes during the pandemic is being incorporated in service modernisation
- Joint triage and information sharing processes in place at Front Door

**Ambition 7**

**To take action and collectively safeguard our children and young people from all forms of exploitation and going missing.**

**Lead:****What we need to do**

- Ensure that vulnerable children at risk of exploitation or going missing are identified at the earliest possible stage and that action is taken.
- Shape the services of the future through co-design • Apply a level consistency and shared understanding of risk and action needed when missing or exploitation is a feature
- Develop a culture of early intervention and identification when children and young people are at risk of exploitation
- Enable children at risk of or who currently have complex safeguarding needs to transition in adulthood in a supportive and sustainable manner
- Adopt a contextualised approach to managing complex safeguarding, ensuring that it is intelligence led and promotes disruption actively
- To roll out training across the service to embed a shared risk approach
- Embed learning and multi-agency process from Return Home Interviews

**Key Performance Indicators:**

- % and number of children with missing incident in last 12 months



- % children offered a Return Home Interview (RHI) within 72 hours
- % children accepting RHI • % assessments where CSE/CCE is a factor
- Number of children on ACT pathway

#### **Our approach:**

To develop confidence and competence in addressing missing and exploitation across the service and partnership. To have a commitment to prevent, protect, pursue and prosecute.

#### **What we have achieved?**

- Developed the initial stages of a Multi-Agency Complex Safeguarding Service
- Developed a transition Policy for children who experience exploitation
- Achieved target of 80% of Missing From Home Return Interviews
- Developed the Youth Engagement Service

**Ambition 8 To have "partnerships with purpose" that impact positively upon the lives of children, young people and families.**

**Lead:** Chair Safeguarding Partnership, Chief Nurse, and Director of Children's Services

What we need to do:

- Review the connectivity between our partnership arrangements
- Develop our shared intelligence systems so that we have a collective understanding of need
- Early Help and Safeguarding shared responsibilities to be agreed and determined by partners
- % of families supported by different agencies
- % EHA assessments completed by different agencies
- % of participation in multi-agency meetings

#### **Our approach:**

To ensure our governance and partnership arrangements are interconnected and maximise the strength, expertise and knowledge of all. We will be data led and share intelligence to determine agreed priorities.

**What we have achieved:**

Established a Children's Strategic Safeguarding partnership.