

North Somerset Council

Plan for Continuous Improvement of Services for Children, Young People & Families

2020 - 2022

September 2020



Bristol, North Somerset and South Gloucestershire
Clinical Commissioning Group



North Somerset Education Excellence Partnership Board



Avon and Wiltshire Mental Health Partnership
NHS Trust

Introduction

This refreshed Children's Improvement Plan reflects the areas for improvement identified during the LJAR Special Educational Needs and Disability services inspection in July 2018 and Ofsted ILAC inspection in March 2020 as well as strands of our continuous improvement work already underway. It reflects the urgent and continued improvement we must make to the support and services we and our partners deliver to our children, young people and their families.

Development of the plan follows changes in the senior leadership of our children's services, and its priority actions are strongly supported by elected members, our Chief Executive and her corporate leadership team and our partners. In addition, the council's new Corporate Plan 2020 – 2024² clearly commits us to improving sustainable outcomes for children, young people and their families and to working more effectively with our partners.

Our children's services improvement plan is built around the three pillars shown in the diagram overleaf. These pillars reflect the importance of improving our practice and ensuring consistency across practitioners, of building much stronger partnerships to deliver the Right Help, at the Right Time and in the Right Place and of ensuring that our frontline practitioners are well supported. Our bid for a place on the Strengthening Families, Protecting Children programme led our partners to confirm their commitment to change and the refreshed children's improvement plan will build on this. In addition to this bid, we approached North Tyneside to become our partner in practice with an initial focus on our front door and early help delivery.

The children's improvement plan and new governance arrangements will ensure clear leadership, ownership and accountability for actions which deliver rapid progress and achieve meaningful impact. It is high level, underpinned by and referring to a series of service improvement and development plans owned by senior leaders both within the Council and across the partnerships. These plans will detail clear actions, owners and timescales against which progress will be monitored. Underneath these are more granular delivery and programme plans.

We also recognise that we need to build on what works elsewhere and are keen to learn from others who have already made the improvement journey upon which we are now embarking. We therefore welcome the appointment by DfE of an independent adviser to work with us, and the insights being provided by colleagues from North Tyneside.

We are under no illusions about the scale of the challenge we face or the urgency of addressing it. Our aim is to deliver sustainable improved outcomes whilst building resilience throughout the children's services system in North Somerset. We will maintain a relentless focus on achieving sustainable outcomes for our children and young people to enable North Somerset's Children's services to be judged Good or better. We aspire for our children, young people and their families to achieve an outstanding judgement.

Cllr Don Davies, Leader North Somerset Council

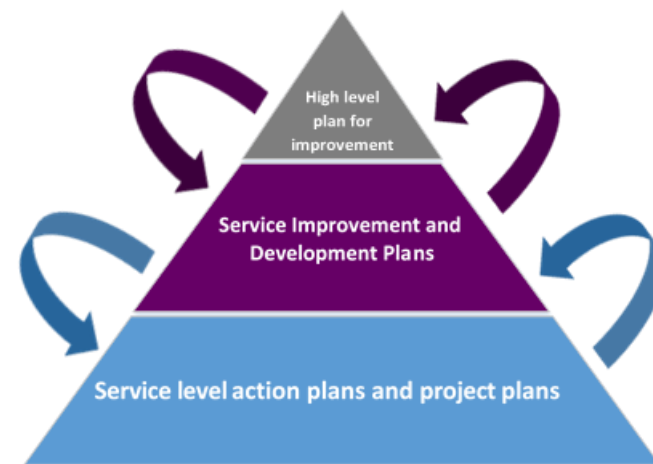
Cllr Catherine Gibbons, Executive Member for Children's Services and Lifelong Learning

Jo Walker, Chief Executive, North Somerset Council

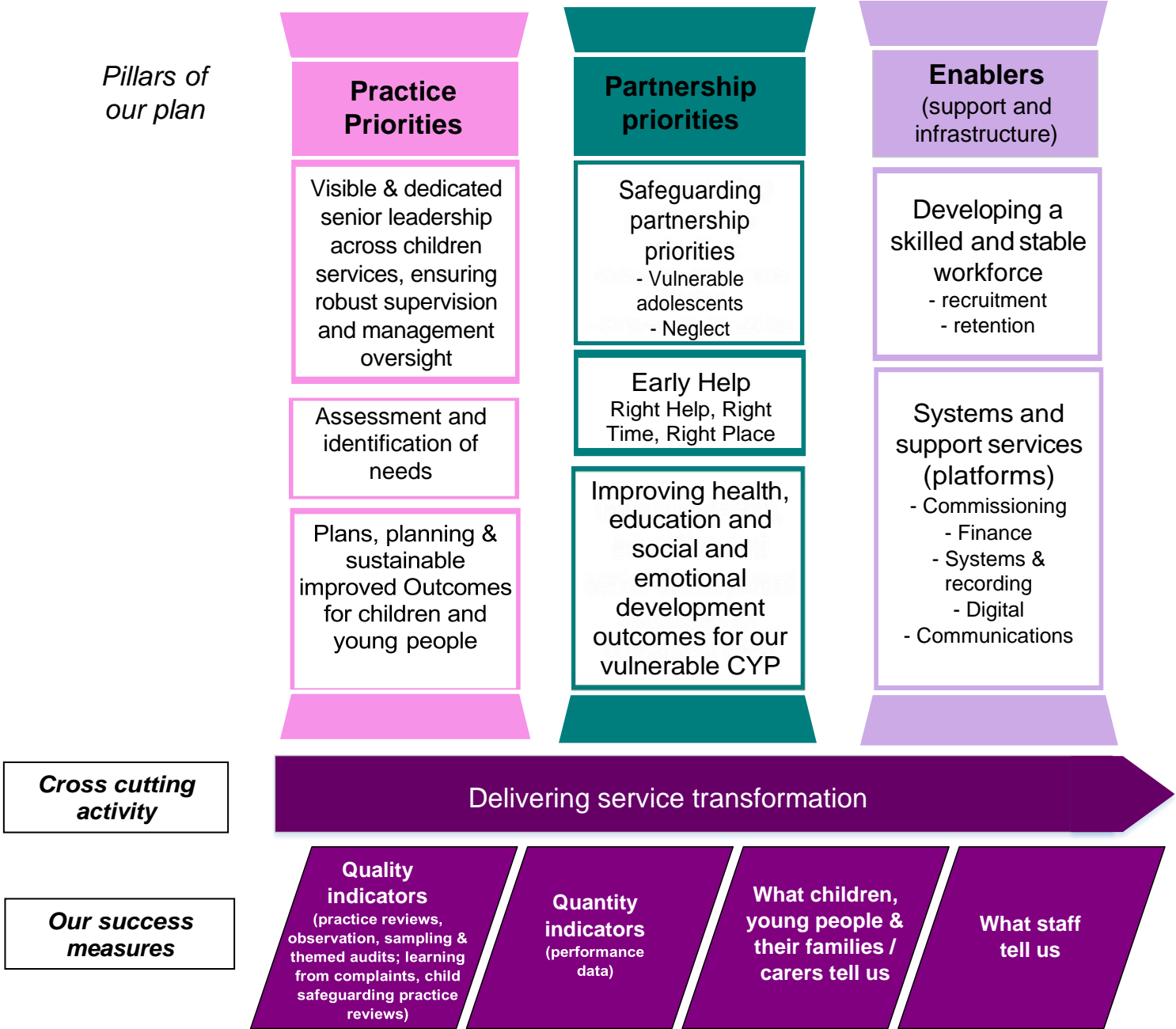
Sheila Smith, Director, People & Communities, North Somerset Council

¹ [Ofsted Inspection reports 2015 to 2020](#)

² [North Somerset Corporate Plan 2020 to 2024](#)



OUR PLAN FOR CONTINUOUS IMPROVEMENT – OVERVIEW



1. Practice priorities (lead: Carolann James, Interim Assistant Director, Children's Support & Safeguarding)

Ref	Priorities and key activity	Delivered through	Lead & Owner/s	By when	Success measures (targets based on benchmarking, impact for children and what good and outstanding looks like)
1	<p>Assessment and identification of risk. Including activity to:</p> <p>1.1 Work with partners to develop and implement an effective Front Door (including a Multi -Agency Safeguarding Hub (MASH) to Children Services with clear referral pathways to Children's Services. (Focus visit March 2019 & ILAC March 2020 recommendation 1)</p> <p>1.2 Work with partners to improve the quality of referrals into the front door and knowledge of thresholds/continuum of need (Focus visit March 2019 & ILAC March 2020 recommendation 1 and point 13)</p> <p>1.3 Ensure both timely allocation of children and the development of high quality, child centered, holistic assessments of need across children's service, including children with disabilities and Special Educational Needs (SEN) through robust management oversight, training and use of signs of safety systemic consultation (ILAC March 2020 recommendation 2) LJAR SEND Inspection July 2018</p>	<p>Partnership Children's Improvement Delivery Plan & Partner in Practice (PiP) diagnostic (N Tyneside for Front Door & link to Early Help</p> <p>All Service improvement plans Embedding Signs of Safety practice model across children's services & PiP diagnostic for North Somerset Front Door</p> <p>Service plans for Assessment, Children & Families Teams (CFT), Children in Care (CIC) & Care Leavers and Youth Offending Service (YOS) & Quality Assurance Systems</p>	<p>CJ / Service Leads / Police / Schools / Health</p> <p>All agency Service Leads / PiP</p> <p>All service Leads & Principal Social Worker (PSW)/Quality Assurance leads</p>	<p>Ongoing Test impact by 31/1/21</p> <p>Ongoing Test impact 30/11/20</p> <p>Targets met by 30/11/20</p>	<p>Targets by 31 December 2020</p> <ul style="list-style-type: none"> • Increase the number of children & young people supported at the earliest opportunity (early help) • Improve the rate of contacts accepted as referrals to children's social care (CSC) • Reduce re-referral rates to early help & CSC • Improve the quality of referrals to the 'Front Door' • Improve the quality of children & family assessments across children's services • Stronger evidence of management oversight • More effective and impactful management and oversight of our missing children (from home, care and education) across children services working in partnership with police, education and health colleagues <p>Impact for children and families</p> <ul style="list-style-type: none"> • Children and young people benefit from timely and robust assessment of their needs and sound management of risks and which result in direct help at the right level and sustainable improved outcomes and life chances • Fewer children and families are subject to unnecessary CSC assessments and social work interventions ensuring Right Help, Right Time, Right Place

	<p>1.4 Increase compliance with agreed procedures and practice in order to reduce risks where;</p> <p>a) Children and young people go missing b) CYP face exploitation risk outside the home (ILAC March 2020 point 10)</p>	<p>Safeguarding Children Partnership (SCP) policy and approach to missing children & contextualized safeguarding issues</p>	<p>Children's Services (Contextual Safeguarding Lead) & All Service Leads across the partnership</p> <p>SCP & Community Safety Partnerships</p>		<p>What good looks like Inspecting local authority children's services guidance - evaluation criteria and grade descriptors</p> <p>What outstanding looks like Inspecting local authority children's services guidance - evaluation criteria and grade descriptors</p> <p><i>*progress against 2022 targets will be monitored by the Director of Children's Services Director and reviewed on a quarterly basis to ensure targets remain suitably ambitious</i></p>
2	<p>Plans and Planning. This includes activity to:</p> <p>2.1 Continue to improve the quality of all written plans across the service to ensure they are impactful, SMART, child focused, reflect the views and wishes of children and include robust contingency plans. (ILAC March 2020 point 8) (LJAR SEND inspection July 2018)</p> <p>2.2 Continue to improve transitional planning for all children and young people both across children's services and to adult services ensuring seamless transition and needs led supports and services are provided.</p> <p>2.3 Achieve permanence for children by ensuring all children looked after (CLA) have a clear plan for permanence by week 5 of their care journey and this is monitored and challenged to enable permanence to be achieved at the earliest opportunity. (ILAC March 2020 recommendation 4)</p>	<p>All service improvement plans</p> <p>All Service Leads Independent Safeguarding Reviewing Officers (ISROs) & Quality Assurance (QA) & Performance Service improvement plans</p> <p>All service improvement plans, Service Leads, ISROs and QA activity</p>	<p>Assistant Director & all Service leads across the partnership/ Quality Assurance leads</p> <p>All Service Leads, ISROs and QA leads</p> <p>CJ / Service</p>	<p>Ongoing – test impact 31/12/20</p> <p>Ongoing – test impact by 31/12/20</p> <p>Ongoing Test impact 31/12/20</p>	<p>Targets by 31 December 2020</p> <ul style="list-style-type: none"> 90% of children plans are impactful and Specific Measurable Relevant & Timebound (SMART) and ensure the voice of the child is central Reduced number of children open as Children in Need (CIN) (excluding children with disabilities) Reduced number of children subject of Child Protection (CP)Plans Improve placement stability to achieve 86% of children experience no more than two placement moves 95% of children aged 4 and above are actively involved in decision making and their life plans 95% of children feel safe where they live <p>Impact for children and families Children and young people benefit from purposeful planning informed by creative direct work which supports more children and young people to remain safely within their families, or secures permanence for them in</p>

	<p>2.4 Improve participation of all children and young people across children’s services to ensure they are actively involved in decisions for their future, practice development and service delivery through purposeful and creative direct work and inclusion</p> <p>LJAR SEND Inspection July 2018</p>	<p>All service improvement plans, Service Leads, ISROs and QA activity</p>	<p>Leads across the partnership for Participation</p>		<p>a timely manner where this is not possible (e.g. through special guardianship or adoption)</p> <p>What good looks like Inspecting local authority children’s services guidance - evaluation criteria and grade descriptors</p> <p>What outstanding looks like Inspecting local authority children’s services guidance - evaluation criteria and grade descriptors</p>
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<p>3</p>	<p>Visible dedicated and informed senior leadership across Children's Services ensuring robust supervision and management oversight</p> <p>3.1 All practitioners to receive regular (in line with practice standards) high-quality supervision that is increasingly reflective and impactful (ILAC March 2020 recommendation 3)</p> <p>3.2 Management direction to be included at all decision points in case notes on children's electronic records and incorporate these within supervision, ensuring all managers and senior leaders have evidence of effective management oversight of key decisions in children's lives (ILAC March 2020 recommendation 3)</p> <p>3.3 Introduce and coordinate a robust cycle of quality assurance activity across children's services (including collecting feedback from children, young people and their families) and collate and communicate findings across children's services to drive high quality consistent practice improvement and service delivery and through developing a 'high support - high challenge' culture</p> <p>3.4 Introduce regular Practice Review sessions carrying out practice reviews of children's cases across children's services to focus on the quality</p>	<p>All service improvement plans & refreshed Practice Standards for Practitioners & Managers</p> <p>All service improvement plans</p> <p>Quality Assurance & Performance improvement plan and quality assurance activity throughout the year</p>	<p>Senior Leaders</p> <p>All Service Leads/ Business Intelligence</p> <p>PSW & Service Leads</p> <p>All SLs & CJ</p> <p>All SLs across the partners hip ISROs and QA system</p>	<p>Target met by 31/12/20</p> <p>Ongoing Test impact By 31/12/20</p> <p>Ongoing Test impact by 31/1/20</p>	<p>Targets by 31 December 2020</p> <ul style="list-style-type: none"> • Effective QA activity including practice observations/case auditing / themed audits / service user and professional feedback/ complaints & compliments enabling evidence of high-quality consistent practice and robust effective management oversight and reflective supervision • Bi-annual practice reviews including senior leaders and members • Regular case work auditing & themed audits with actioning evidencing a learning organization <p>Impact for children and families Children and young people benefit from timely, inclusive, transparent decision making and achieve improved sustainable outcomes which is supported and enabled by practitioners who receive regular high-quality reflective supervision and management support</p> <p>What good looks like Inspecting local authority children's services guidance - evaluation criteria and grade descriptors</p> <p>What outstanding looks like Inspecting local authority children's services guidance - evaluation criteria and grade descriptors</p>
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	<p>of practice and impact on children’s lives (ILAC March 2020 recommendation 6) LJAR SEND inspection July 2018</p> <p>3.5 Ensure timely and high-quality performance management reporting, which is shared with all managers, senior leaders and members to enable them to offer high support – high challenge to practice and performance, evidencing sustainable impact for children and young people across children services (ILAC March 2020 recommendation 6 point 35 & 36)</p>	<p>Quality Assurance & Performance improvement plan and quality assurance activity throughout the year</p>	<p>All SLs across the partnership ISROs and QA system</p>	<p>Ongoing Test impact by 31/1/20</p>	
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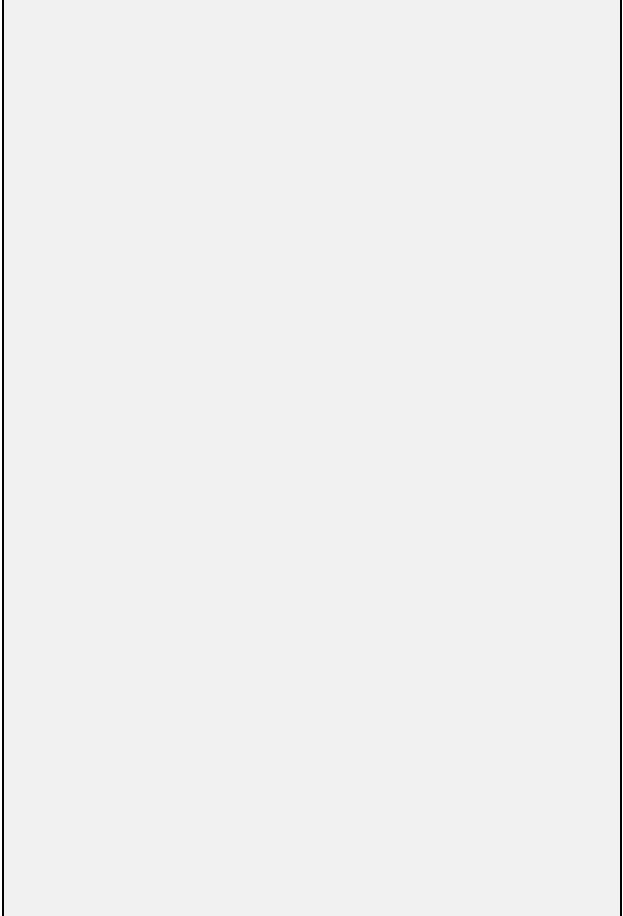
2. Partnership priorities (lead: Sheila Smith, Director of People & Communities)

Ref	Priorities and key activity	Delivered through	Lead & Owner/s	By when	Success measures
4.	<p>Supporting the local safeguarding partnership priorities. This includes activity to:</p> <p>4.1 Agree and implement contextual safeguarding model for children and young people facing risks outside the home (e.g. criminal/sexual exploitation) (ILAC March 2020 point 10 and 36)</p> <p>4.2 Embed the use of the graded care profile (GCP2) tool for assessing the level of neglect across the service and wider partnership</p> <p>4.3 Ensure the emotional wellbeing and mental health needs of vulnerable children and young people are provided for at all levels of need (ILAC March 2020 point 10) LJAR SEND inspection July 2018</p>	<p>Contextual Safeguarding/Serious Violence Strategy and Service plans</p> <p>Neglect Strategy through SCP & All service plans</p> <p>Emotional Wellbeing Strategy and implementation plan and all service plans</p>	<p>SCP/Police (VC) & Children's Contextual Safeguarding Leads across the partnership</p> <p>Exec of SCP and all Service Leads across the partnership</p> <p>SCP/CCG/ All Service Leads/ Commissioning</p>	<p>By 31/1/21</p> <p>Ongoing Test impact by 31/1/21</p> <p>By 31/3/21 and ongoing Test impact by 30 June 21</p>	<p>Targets by 31 March 2022</p> <ul style="list-style-type: none"> • Reduce number of children & young people subject to s20 voluntary accommodation • Reduced number of 12 to 17 year old young people becoming looked after • Reduction in average duration of care for 12 to 17 year old young people • Graded Care Profile Tool is utilised to measure impact on child and inform decision making and planning for children in 90% of neglect children's cases across the partnership • Evidence through QA activity that children's emotional and mental health needs are provided for <p>Impact for children and families More vulnerable adolescents are supported through purposeful risk management to reduce risks for children and young people outside the home and for them remain within their families where possible with the appropriate 'wrap around support' Children and young people at risk of neglect and those with emotional and mental health needs are identified, provided for and safeguarded more effectively by knowledgeable and proactive partners.</p> <p>What good looks like Inspecting local authority children's</p>

					services guidance - evaluation criteria and grade descriptors What outstanding looks like Inspecting local authority children's services guidance - evaluation criteria and grade descriptors
5.	<p>Early Help. This includes activity to;</p> <p>5.1 Further develop and implement the North Somerset Partnership Early Help Offer to support partners to hold lower level risk and make referrals to the council's Early Help Service where appropriate (ILAC March 2020 point 1 & 41)</p> <p>5.2 Transform the council's Early Help Service to increase capacity and improve the offer for vulnerable older children and adolescents (0 – 25 years) (ILAC March 2020 recommendation 5 & points 1 & 41)</p>	<p>Partnership Early Help Steering Group Delivery plan & PiP diagnostic for Early Help</p> <p>All partnership service leads</p>	<p>SS / SCP Exec.</p>	<p>Partnership Early Help Strategy & Early Help offer by 31/1/21</p> <p>Ongoing Test impact by 30 June 2021</p>	<p>Targets by 30 September 2021</p> <ul style="list-style-type: none"> • Increased number of children and their families receiving effective early help • Increase number of children and young people receiving the Right Help, Right Time, Right place through the partnership and NS Council early help practitioners/services • Increase the number of children and young people who receive the Right Help, Right Time, Right Place through an effective single front door to Children's Services • 5% or fewer early help children needing to step up to Children's Social Care • 10% of fewer families disengaging with Early Help
	<p>5.3 Develop and utilise locality children and family hubs to coordinate multi-agency early help activity for children and their families and strengthen relationships with partners and the voluntary sector, communities and local businesses on the ground</p>	<p>Partnership Early Help Delivery Plan</p>	<p>Partners / AD & Service Leads across the partnership for Early Help</p>	<p>Ongoing Test impact by 31/12/20</p>	<p>Impact for children and families</p> <p>More children and families benefit from effective early help support from across the partnership, Right Help, Right Time, Right Place reducing the need, where safe to do so, for statutory services</p> <p>Fewer families receive unnecessary CSC assessments and social work intervention.</p> <p>What good looks like Inspecting local authority children's services guidance - evaluation criteria and grade descriptors</p>

					What outstanding looks like <u>Inspecting local authority children's services guidance - evaluation criteria and grade descriptors</u>
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<p>6.</p>	<p>Improving emotional wellbeing, education and employment outcomes for vulnerable children and young people (CYP) (including children looked after (CLA) and care leavers)</p> <p>6.1 Develop and implement an emotional wellbeing pathway for children and young people ensuring Right Help, Right Time, Right Place (ILAC March 2020 point 37)</p> <p>6.2 Work with CCG and health professionals to;</p> <p>a) Develop an integrated emotional wellbeing ‘early help “I THRIVE’ CAHMS service for children across children’s services that supports social workers/practitioners to recognise and respond to mental and emotional health and well-being needs of children looked after and care leavers (e.g. attachment and trauma) and our vulnerable children across the services</p> <p>b) Work with CCG to ensure all children in care and care leavers have full knowledge and information in relation to their own health & family health history (ILAC March 2020 recommendation 5)</p> <p>6.3 SEND</p> <p>a) Develop a SEND strategy that aligns to the Partnership Early Help Strategy</p> <p>b) Ensure timely high quality joined up assessment of need resulting in child centered SMART EHC plans with the child’s voice central</p>	<p>CLA and care leavers health action plan</p> <p>CLA and care leavers health action plan</p> <p>Care & pathway plans Service Leads & ISROs</p> <p>SEND strategy and implementation plan</p> <p>Practice Standards</p>	<p>CJ / CCG / Service Leads across the part’ship</p> <p>SS / CCG / Service Leads across the part’ship / Commissioners</p> <p>SEND leads / CCG</p> <p>Service leads for SEND</p>	<p>Targets met by 31/1/21</p> <p>31/1/21</p> <p>Ongoing Test impact 30/11/20</p> <p>October 2020</p>	<p>Targets</p> <ul style="list-style-type: none"> • Out of hours drop in and advice services available to young people who are in employment, education or training • 100% of children leaving care have full knowledge of their family history and health • Emotional and mental health needs are met for 90% children first time • Increased timeliness of SMART Education Health & Care (EHC) plans • Evidence of high quality SMART EHC plans • Reduction in the number of children with SEN excluded from school <p>Impact for children and families</p> <p>Children and families benefit from improved joined up working within Children’s Services and between partners to ensure pathways to support are clear, accessible and fully understood and the right level of emotional health support is provided at the earliest opportunity first time. Children’s emotional wellbeing is significantly improved</p> <p>High quality effective support to children subject of EHC plans is evident informed by robust assessment of need and child centered SMART EHC plans leading to sustainable improved outcomes for the children and young people</p> <p>Children and families have easy access to the online local offer and know what support and services are available to them.</p>
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<p>c) Ensure information in relation to the local offer is easily accessible online to our children, young people and their families</p> <p>d) Reduce school exclusions for SEN</p> <p>LJAR SEND inspection July 2018</p>	<p>SEND implementation plan</p> <p>Schools / SEN team</p>	<p>SEN managers/ Educational leads / Reviewing Officers</p> <p>WP / MN</p> <p>WP / schools</p>	<p>Ongoing Test impact Nov 20</p>	
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	<p>6.4 Mobilise members and colleagues across the Council and partner agencies in their role as 'corporate parents' to all of our vulnerable children and children in our care/care leavers, to offer practical support and identifiable actions that enable sustainable improved outcomes and life chances for children and young people including employment, education, training and volunteering opportunities To be achieved through;</p> <p>a) Reviewing the local offer for care leavers with council wide and partner agency input</p> <p>b) Actively involving our children and young people to influence service development and delivery</p> <p>c) Members and colleagues across the partnership identifying and offering practical supports and employment, training and voluntary opportunities for young people</p> <p>ILAC March 2020 recommendation 5</p> <p>6.5 Refresh and review the membership and structure of North Somerset's Corporate Parenting Board to enable our children and young people to be active members of this Board and ensure that the Board holds the children's agenda as a priority with the Council and its partners.</p> <p>ILAC March 2020 point 42</p>	<p>Corporate Parenting Board</p> <p>All service plans</p>	<p>CJ</p> <p>Senior Leaders and Service Leads across the partnership</p> <p>Members</p> <p>Members, DCS & AD & partner agencies / LGA</p>	<p>Ongoing Test impact by 31/12/20</p> <p>Targets met by 31/12/20</p>	<p>Children looked after and care leavers' and our vulnerable children all benefit from a North Somerset wide focus on 'corporate parenting 'to improve their outcomes (e.g. health, education and housing).</p> <p>Children and young people are able to actively contribute to the development of supports, services and improved practice across Children's Services</p> <p>Corporate Parenting Board meets regularly and is a robust effective Board, that actively includes children and young people in its membership and Board activity and ensures that the children's agenda remains as a priority with the Council and its partners</p> <p>What good looks like Inspecting local authority children's services guidance - evaluation criteria and grade descriptors</p> <p>What outstanding looks like Inspecting local authority children's services guidance - evaluation criteria and grade descriptors</p>
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3. Enablers (lead: Jo Walker, Chief Executive)

Ref	Priorities and key activity	Delivered through	Lead & Owner/s	By when	Success measures
7	<p>Developing a skilled and stable workforce including activity to;</p> <p>7.1 Deliver the recruitment and retention action plan to recruit more permanent frontline staff and managers across the service</p> <p>7.2 Deliver the 2020/2022 learning and development offer, including bespoke training for frontline staff and managers</p> <p>7.3 Roll out and embed Signs of Safety/Wellbeing strength-based practice amongst frontline practitioners and managers across Children's Services including;</p> <p>a) Supporting practitioners through case consultation and group supervision</p> <p>b) Rolling out further training on Signs of Safety/Wellbeing across children's services</p> <p>c) Supporting our partners in understanding and utilising the Signs of Safety practice model</p>	<p>Recruitment and retention plan</p> <p>Workforce Development Service plan</p> <p>L&D offer with PSW support 2020 -22</p>	<p>Workforce Leads</p> <p>Workforce Devel. Leads</p> <p>Local Authority Workforce Devel. Lead / DCS / AD/ PSW</p>	<p>Ongoing</p> <p>Test impact by 31/3/21</p> <p>Ongoing – test impact by 31/3/21</p> <p>Ongoing</p> <p>Test impact 31/3/21</p>	<p>Targets</p> <ul style="list-style-type: none"> Maintain low level of agency workers Retain a higher percentage of experienced practitioners and our Assessed & Supported Year in Employment (ASYE) cohort beyond three years Ensure that average caseloads across the service are realistic and manageable Ensure that we have capacity across the service to meet need Recruitment to all management posts includes demonstrable skills in interpreting and acting on performance information <p>Impact for children and families</p> <p>A more stable workforce will provide continuity for children and families and allow practitioners to build relationships of trust to make positive change together with children and their families.</p> <p>Children and families will benefit from the support of confident and skilled practitioners who will work with the child, young person and their family to make positive change.</p> <p>What good looks like</p> <p>Inspecting local authority children's services guidance - evaluation criteria and grade descriptors</p> <p>What outstanding looks like</p> <p>Inspecting local authority children's services guidance - evaluation criteria and grade descriptors</p>

8	<p>Systems and support services which create the conditions for social work to flourish</p> <p>8.1 Commissioning</p> <p>a) Develop and implement the commissioning model for Early Help (EH) and SEND, to support the EH and SEND strategy and locality- based service models</p> <p>b) Deliver the sufficiency strategy to ensure that more children looked after benefit from local placements that are suited to their needs</p> <p>c) Deliver improvements to the children’s permanency planning processes, ensuring the needs of children and young people are at the Centre of permanency planning</p> <p>8.2 Finance</p> <p>a) Ensure financial accountability and management oversight of budget reporting with managers at all levels, Assistant Director and DCS</p> <p>8.3 System & Recording</p> <p>a) Improve the accuracy of operational performance data through close working between practitioners, managers, performance and digital system leads to improve the recording and reporting systems</p> <p>b) Make continued improvement to the children’s case recording systems and any associated systems ensuring our children’s case recording and case management systems are ‘fit for purpose’ and are aligned to each other</p> <p>8.4 Digital</p> <p>a) Further develop hardware and software that supports agile early help and social work</p> <p>b) Improve our children’s services online presence including website development and the Early Help & SEND Local Offer to manage demand for statutory services</p>	<p>Partnership Early Help & SEND Children’s Commissioning Plan</p> <p>Placement Improvement plan</p> <p>Children’s Finance Service Improvement plan</p> <p>Refreshed QA & Performance Framework – Business Intelligence</p> <p>Early Help Module / CSC (LCS) Improvement plan</p> <p>Children’s Digital Development plan</p>	<p>DCS / Partnership Early Help Board</p> <p>DCS / AD</p> <p>Local Authority Finance lead</p> <p>DCS / AD</p> <p>CDS / AD</p> <p>DCS / SS</p>	<p>31/1/21</p> <p>31/03/21</p> <p>Ongoing test impact 31/12/20</p> <p>Diagnostic by 30/10/20 leading to improve’t</p>	<p>Targets</p> <ul style="list-style-type: none"> • Increase the number of children in care who are placed within 20 miles of home • Increase the number of children in care placed in family settings • Increase the sufficiency and quality of supported independent living arrangements for young people leaving care • Ensure robust and effective management of adoption support provision • Increase the sufficiency and quality of joined up support packages for children with disabilities and SEN <p>Impact for children and families</p> <p>More children and families benefit from effective early help and support closer to home from children services and partner agencies enabling them to remain safely at home with their parents without the need for statutory services</p> <p>Children looked after are provided with local foster/kinship family suited to their needs and wishes (e.g. specialist foster carers)</p> <p>Children and families benefit from well-supported practitioners who have the time, tools, systems and capacity to provide consistently good services and make a positive difference to children’s lives</p> <p>Resources are deployed efficiently and effectively, with decisions on service development informed by quality and cost analysis</p> <p>What good looks like</p> <p>Inspecting local authority children’s services guidance - evaluation criteria and grade</p>
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				plan & timescales to 31/03/21	descriptors What outstanding looks like Inspecting local authority children's services guidance - evaluation criteria and grade descriptors
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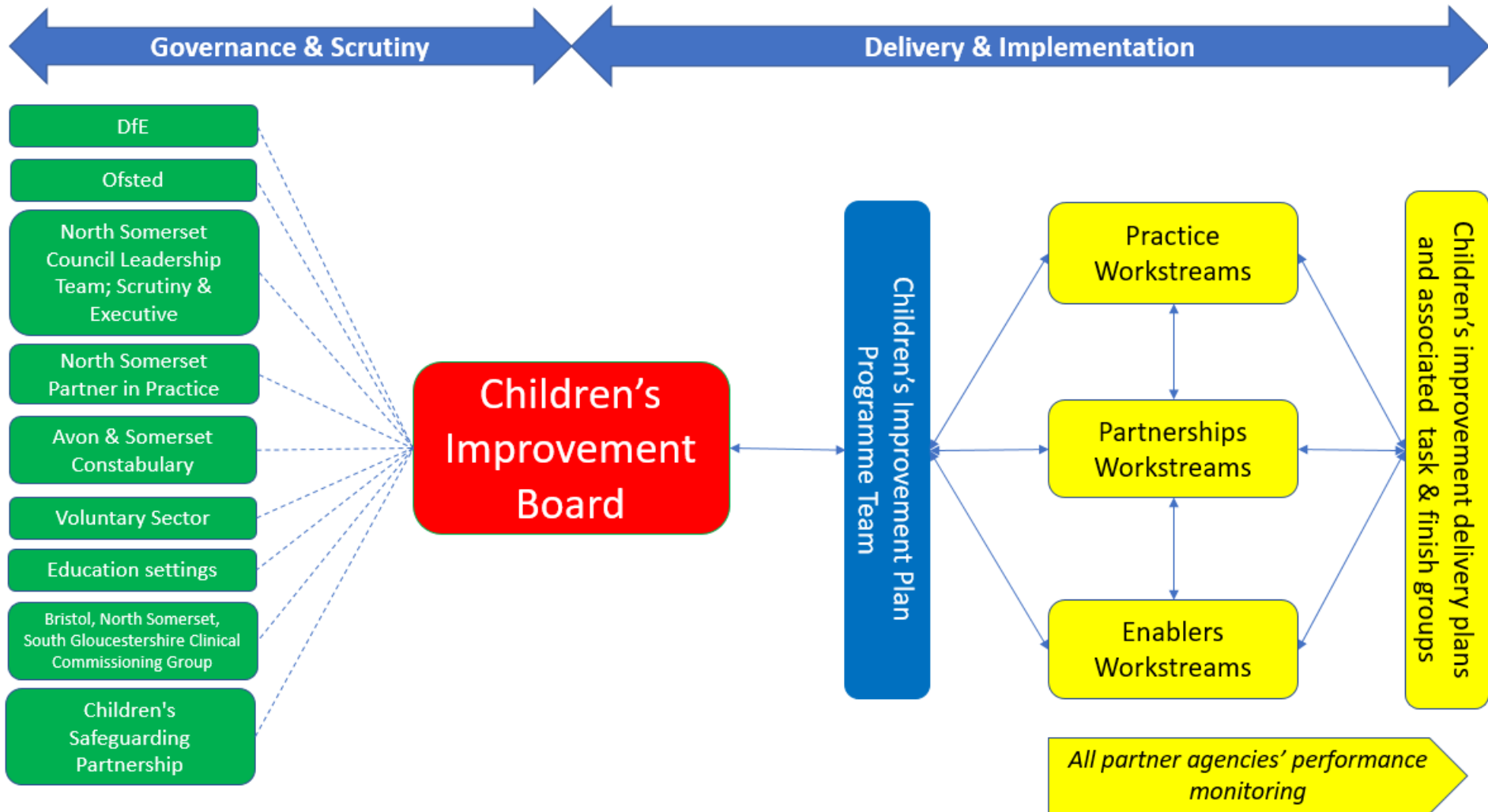
4. Improvement & Workstream Delivery Leads

Pillar	Leads
Practice	Carolann James, Assistant Director, Children's Support & Safeguarding
	Local Authority service leads
	Identified partner agency service leads (as per plan)
	Partner in Practice
	Principal Social Worker
	Identified partner agency quality assurance leads
	Safeguarding Children Partnership
	Community Safety Partnership
Partnerships	Sheila Smith, Director of Children's Services
	North Somerset Corporate Parenting Board
	Partner director-level leads
	Safeguarding Children Partnership
	Identified partner agency service leads (as per plan)
	Carolann James, Assistant Director, Children's Support & Safeguarding
	Identified SEND leads from partner agencies
Enablers	Jo Walker, Chief Executive Officer, North Somerset Council
	Principal Social Worker
	Workforce Development senior leads across partners
	Senior finance leads across partnership
	Identified partner agency service leads (as above)
	Children's Improvement Programme Manager (MN)
	Education Inclusion Service Lead and Virtual School Headteacher (WP)

5. Governance

Delivery of our continuous Children's Improvement Plan will be overseen through the following governance arrangements. These are designed to ensure:

- the full engagement of partners through the Children's Improvement Board
- clear accountability for improvement leads through the Improvement Delivery Workstreams
- scrutiny of the difference we are making for children, young people and families through the both the Children's Improvement Board and Partner agencies performance monitoring systems



6. Children's Improvement Board members

Partner	Role	Name
North Somerset Council	Chief Executive NSC	Jo Walker
	Leader of the Council	Cllr Don Davies
	Executive member for Children's Services & Lifelong Learning	Cllr Catherine Gibbons
	Director of Children's Services	Sheila Smith
	Assistant Director, Children's Services	Carolann James
	Director of Public Health	Matt Lenny
	Principal Social Worker for Children's Services	Shelley Caldwell
	Children's Services Staff Representative (Practitioner)	Faye Osbiston
	Children's Services Staff Representative (Manager)	Gatrine (Gatty) Muldoon
	Children's Improvement Board Programme Manager	Mike Newman
Department for Education	Regional DfE representative	Genevieve Cox
	DfE Advisor to NS	Alastair Gibbons
Partner in Practice	Assistant Director, North Tyneside Council	Julie Firth
Bristol, North Somerset & South Gloucestershire Clinical Commissioning Group	Director of Transformation	Deborah el Sayed
Avon & Somerset Constabulary	Lighthouse Safeguarding Unit Partnership Manager	Victoria Caple
Schools & Further Education	Primary Schools	TBC
	Secondary Schools	Kathleen McGillycuddy
	Special Schools	Emma Gundry
	Weston College	TBC
Voluntary Sector	Voluntary Action North Somerset	Paul Lucock

7. Abbreviations

Abbreviation	Description
ASYE	Assessed and supported year in employment (newly qualified social worker)
CAMHS	Children and adolescent mental health service
CIN	Child in need
CLA	Child(ren) Looked After
CP	Child Protection
CSC	Children's social care
CWD	Child(ren) with Disabilities
CYP	Children and young people
EHM	Children's Service Early Help Module (child electronic record and case management system)
NFA	No further action
NSC	North Somerset Council
SCP	Safeguarding Children Partnership
SEND	Special Educational Needs and/or Disabilities