

SURREY CHILDREN'S IMPROVEMENT PLAN

Strategic Improvement Plan

SEPTEMBER 2018

No.	Theme	Improvement outcome	Strategic Actions (for Improvement Board)	Ofsted Recs
STRATEGIC LEADERSHIP & GOVERNANCE				
1.1	Strategic Leadership & Governance	All Chief Officers, Councillors and senior leaders throughout the partnership will commit to a vision and culture that places children and young people at the heart of all that we do.	An overall vision statement along with the key outcomes will be developed with the partnership and agreed by Chief Officers, Councillors and Senior Leaders.	1 & 2
1.2	Strategic Leadership & Governance	All Chief Officers, Councillors and senior leaders in the partnership understand the improvement plan, their accountability within the plan and drive improvement with pace.	An accountable lead will be assigned to each strategic action within the Children's Improvement Plan. Lead roles will include senior leaders from across the partnership. All accountable leads will be responsible for providing sufficient resources from their respective agencies to ensure the plan is deliverable.	1 & 3
Page 32 1.3	Strategic Leadership & Governance	Chief Officers, Councillors and senior leaders in the partnership, in their delivery of the improvement plan are informed by the direct views of children, families and front line staff.	Pathways for engaging with children and their families will be refreshed and communicated to all senior leaders.	2
			A clear communication and staff engagement strategy will be developed. The strategy will be cross-partnership and account for the different needs for each agency.	
1.4	Strategic Leadership & Governance	Chief Officers, Councillors and senior leaders in the partnership have understanding and grip of the quality of safeguarding practice within their respective services and are assured that their service provides and responds to challenge.	The leadership process for reviewing performance and quality at the most senior level will be reviewed by each individual agency.	1, 4, 6 & 7
			Senior leaders across the partnership will agree the key indicators across agencies that describe the performance of the partnership in safeguarding children.	
			The partnership at the most senior level will meet regularly to provide challenge and resolve issues that adversely affect children.	

1.5	Strategic Leadership & Governance	The structural and governance arrangements are clear, demonstrate accountability and support effective delivery of improved outcomes for children and their families.	The terms of reference will be reviewed (and updated if required) for the Surrey Safeguarding Children's Board, Corporate Parenting board, Health and Wellbeing Board, Community Safety and other groups/boards with oversight/scrutiny/decision-making responsibilities affecting the outcomes of children.	1, 13 & 17
QUALITY OF PRACTICE & PLANNING				
2.1	Quality of Practice & Planning	Joint commissioning arrangements to support the effective delivery of services to children and their families are clear, robust and based upon evidenced need	All services jointly commissioned across the partnership will be reviewed and communicated to senior leaders to ensure they are meeting the needs of children and families. Senior leaders will ensure monitoring mechanisms are in place to oversee the effectiveness of jointly commissioned services so that commissioning and contractual decisions are evidence-based and inform pro-active decision making.	1
Page 33 2.2	Quality of Practice & Planning	Protocols to meet statutory guidance to keep children safe are current, disseminated, understood and implemented across the partnership.	Joint Surrey protocol is reviewed and disseminated and compliance with statutory guidance and protocols is proactively monitored by senior leaders across the partnership (for example: The Joint Surrey Protocol for the Provision of Local Authority Accommodation)	1, 6, 9, 10, 11, 12, 14 & 16
CHILDREN'S NEEDS ARE IDENTIFIED AND THEY ARE OFFERED THE RIGHT HELP BY THE RIGHT PEOPLE AT THE RIGHT TIME				
3.1	Children's needs are identified and they are offered the right help by the right people at the right time	Partners and their workforce understand the levels of need and their role in improving outcomes for children and their families at all levels of need.	All partners will ensure they have sufficient suitably qualified staff to implement the lead professional role within their agencies. The partnership will offer and deliver training about levels of need, lead professional and early help assessment and planning to staff. Partners will quality assure the impact of the training and resourcing arrangements to ensure that children are effectively safeguarded through timely and appropriate referrals to statutory services	1 & 3 7



PRACTICE LEADERSHIP

4.1	Practice Leadership	The lead professional role and its responsibilities is understood and delivered across the partnership.	Senior leaders engage universal partners' services such as schools and health to undertake lead professional roles and to form multi-disciplined teams around the child when difficulties emerge.	3
			Improve the quality of management oversight across all services and specifically ensure that the family history, impact of any previous interventions and any delays are always considered and addressed by the lead professional.	
4.2	Practice Leadership	All services working with children in Surrey have management processes that quality assure assessment and decision making at all levels of need	All partner agencies ensure front line managers are trained in how to evaluate the quality of assessment (whether for Early Help or Statutory) and the requisite elements of understanding the meaning of family history and the impact of previous interventions on the child's life.	4, 5 & 6
4.3	Practice Leadership	All requests for services at a different level of need are supported by evidence of an assessment and plan.	All partners demonstrate that managers are held to account for the quality of their oversight and decision making through their organisation performance management systems.	3, 4, 5, 8 & 10
			All senior leader regularly sample and report upon the quality of management oversight and decision making and use the learning to inform corrective actions within each agency.	
4.4	Practice Leadership	Caseloads are manageable and allow time for front line workers to regularly meet with children and young people and complete all necessary work.	Review capacity in frontline and support services across all partner agencies. Senior leaders will be accountable for ensuring they have the suitable capacity, or a plan for realignment of resources to meet both current and emerging demand.	17 & 18

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PARTICIPATION, ENGAGEMENT & CO-PRODUCTION

5.1	Participation, Engagement & Co-Production	Partnership decisions to improve outcomes for children are informed by consultation with children and their families	Existing activity and potential opportunities for consultation & engagement with children and families will be reviewed and documented to ensure senior leaders across the partnership utilise this service-user information when making practice decisions.	2, 15 & 16
			Establish a children and families reference group to work with senior leaders across the partnership	
5.2	Participation, Engagement & Co-Production	Service Leaders will understand the impact of service delivery on children and their families. We will see increased satisfaction from service users.	Establish reporting mechanisms for sharing the voice of children, families and carers with senior leaders across the partnership ensuring the information describes the impact of service delivery from each agency and the satisfaction of service users.	
Page 35 5.3	Participation, Engagement & Co-Production	Children and their families' influence on shaping services is tangible and understood by all	Establish a communication plan that informs children and their families of the impact of their engagement with decision makers.	2
			All published documents clearly reference the contribution of children and their families.	



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