

Children Services

Development Plan

Immediate Actions
Nov 22 to Jan 23

Sprint & Investment Plan						
	Actions	Sponsor	One-off cost	Ongoing cost	Outcomes /outputs/ impact	Dependencies
1			Capacity			
	<p>Recruit social workers and team managers across the service to fill gaps in budgeted establishment which will reduce caseloads levels for workers and spans of control for managers to manageable levels</p> <p>Short term vacancies will be filled with agency workers longer term to be filled permanently</p> <p>Retention Payments</p>	Nina Sleight / Sophie Wales	£1.964M	£0	<ul style="list-style-type: none"> • Caseloads hit aspired levels <ul style="list-style-type: none"> ○ Social Worker caseloads - 20 (children) ○ ASYE caseloads - 12 (children) ○ Advanced Practitioner Caseloads- 14 (children) ○ Targeted Family Support Worker Caseloads -12 (families) • Team manager spans of control at 7 staff 	<p>Caseload aspirations dependent upon</p> <ul style="list-style-type: none"> • The recruitment market • Effective recruitment, retention, and development retention strategy
			£0.148M	£0	<ul style="list-style-type: none"> • Quality of practice improved • Staff workforce stabilising • Staff morale improved • Retention rates improving • Case supervision rates improving • Compliance improving against performance framework • Sickness rates declining • Number of vacancies reducing • Improved audit outcomes 	

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2			Leadership			
	<p>Establish a Development Board to support, challenge and drive the improvement agenda for Children Services in Barnsley</p> <ul style="list-style-type: none"> • Independent chair (?) • Programme Manager (18) Months) • Project Manager (12) months 	Sarah Norman	£0.222M	£0	<ul style="list-style-type: none"> • Committed Board in place and meeting regularly – providing strategic leadership and governance to the development programme • Development Plan in place and monitored – barriers to rapid improvement removed • Risks managed effectively • Provide regular updates and manage plans • Over time - improving trajectory of performance due to dedicated management, scrutiny, and challenge across the Development Programme 	<p>To ensure all progress can be effectively managed there is a requirement for</p> <ul style="list-style-type: none"> • Key performance data in place that provides performance trajectory and spot data • Financial investment and monitoring in place • Commitment and attendance of multi-agency board members

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3	Service Development					
	Develop a Children's Service Practice Hub <ul style="list-style-type: none"> • Practice model • Manager training • IRO & LADO • Bright spots • Principal social worker G12 • 4 x advance practitioners • 1 x Service manager • CYPT area • 2 x upgrade from SW to Advanced Practitioners • Learning & Development 	Sophie Wales	£1.949M	£0.955M	<ul style="list-style-type: none"> • Workforce Strategy in place that covers Recruitment & Retention / Learning and Development. • Procurement of practice model. Commencement of implementation • Practice Standards in place (whole service) • QA framework in place • Performance framework in place • Improved supervision and support to ASYE's including co working to allow for those workers to carry more complex cases • A single point for onboarding of staff • Children's Integrated Children's System (Mosaic) implemented and embedded • Induction programme in place for all staff Improved compliance • Improved quality or practice • Consistent application of social work practice for children's young people and families and Workers • Speedier recruitment of staff both agency and permanent • Better evidence of voice of the children visible in audits and performance framework • Improved practice on the back of feedback from CIC and CL 	Dependent upon <ul style="list-style-type: none"> • effective recruitment to specific roles that will underpin the structure, monitoring and challenge around practice and compliance • effective recruitment, retention, and development retention strategy • financial investment

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4	Early Help					
	Increase Capacity across Targeted Early Help Services to ensure caseloads and spans of control are at a manageable levels	Nina Sleight / Sophie Wales	£2.070M	£1.461M	<ul style="list-style-type: none"> • 27 x Additional Family support workers in post • 6.5 Additional Family Support Manager • 2 x additional Development workers in post • Spans of control at 7 for Family Support Managers • Caseloads for workers at 12 (families) • Staff capacity sufficient to meet demand • Length of time families need intervention reduced due to impact of effective • Referrals into social care reducing • Improved measurable outcomes for children and young people • Number of re-referrals into social care reducing • % Of requests for service NFA reduce • Improved number / % of Early Help audits at good or outstanding • improved quality, compliance and effectiveness of early help practice • reduced risk of harm - issues addressed or deescalated • reduced length of intervention 	<p>Dependent upon</p> <ul style="list-style-type: none"> • Recruitment to roles • Financial investment

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					<ul style="list-style-type: none"> • prevention of escalation to children’s social care – reduction in demand for statutory services • sustainable step down to universal services • improved outcomes for children and families across a range of indicators including education and health. • strengthened resilience in families and improved levels self-efficacy • consistent, effective and regular case/reflective supervision, performance and development reviews • improved line of sight to practice • long term sustainable children’s services and system • culture of high support, high challenge, reflective and enabling 	
	Sufficiency commissioning					
	Develop commissioning capacity to address placement sufficiency needs	Nina Sleight /Sophie Wales	£0.131M	£0.105M	<ul style="list-style-type: none"> • Sufficiency strategy developed • Improved compliance quality and outcomes for children and families receiving our services. • Improved line of sight to practice • More children living within Barnsley • Improved placement stability • Reduction in unit cost for placements through development of the local 	Dependent upon <ul style="list-style-type: none"> • Recruitment to roles • Financial investment



					market, including exploration of creation of new local provision	
	TOTAL INVESTMENTS		£6.485M	£2.521M		