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**Regional Improvement Alliance Plan**

**2019/20**

**First outline template for discussion**

**at May 3rd EM DCS meeting**

**Section A: Regional overview**

**Section B: Brokered support for LAs**

**Section C: Joint work programme**

**Section D: Regional networks**

**Section A: Regional overview**

This plan describes the joint work that the nine local authority children’s service departments choose to carry out as part of their collaborative commitment to improve outcomes.

The governance and executive leadership for the plan is provided by the regional group of Directors of Children’s Services (EM DCS) and this is defined within a Memorandum of Understanding that is also signed by Lead Members and council Chief Executives.

The practical day-to-day leadership of the work is mostly provided by regional groups of 2nd Tier Directors: 2nd Tier Safeguarding Leads, EMSIG – School and Learning Leads and Commissioning Leads (see below) with support from the RIA lead.

The finances to support joint work are created through a pooled budget and the receipt of a DfE grant, all held and managed by the SDSA, an organisation that provides the project and partnership support for the RIA plan. [www.sectorledimprovement.co.uk](http://www.sectorledimprovement.co.uk) (upgrade pending May 2019), quarterly reports at [www.adcs.org.uk/regions/east-midlands](http://www.adcs.org.uk/regions/east-midlands) and occasional newsletters provide an overview of the regional work.

The elements of the regional improvement cycle are:

Regional Networks

The key priorities of regional networks are described in

Section D, but their reporting relationships are as follows:

3rd Tier Safeguarding Leads

Principal Social Workers

CLA & Care Leavers Leads

Quality & Moderation

IRO Managers& CP Chairs

CSE Leads

Troubled Families Leads

Regional Adoption

Early Years Strategic Leads

School Admissions (EMRAG)

SEND & Inclusion Leads

Virtual School Heads

Children Missing Education

Childrens Workforce Development

Participation Leads

Residential Placements

Improvement & Data Group

Commissioning Leads

EMSIG Schools & Learning Leads

2nd Tier Safeguarding Leads

EM DCS Group

**Section B: Brokered support for LAs**

| **LA** | **Support needed/requested and outcome to be achieved** | **Actions** | **Areas of strength/Offers of help** | **Actions** |
| --- | --- | --- | --- | --- |
| Derby |  |  |  |  |
| Derbyshire |  |  |  |  |
| Leicester | * Permanence Strategy
* Foster Carer Reviews
* Wider partnership contribution to care planning and response to the needs of CiC and care leavers
* Move from compliance to a wider focus on quality of practice, voice of the child and impact
 |  | * A strong Virtual School integrated with CiC services
* Actions that have created the significant decline in demand for statutory services
* Case Progression Manager role
* Strong compliance and quality assurance processes
 |  |
| Leicestershire |  |  |  |  |
| Lincolnshire | * Learn from different approaches at the front door
* Further develop effective response to vulnerable CYP
 |  | * The Joint Diversionary Panel (JDP)
* Future 4 me
* Direct work
* Reduction in CLA
* Investment in SEND services
* No CLA exclusions
* Antenatal offer
 |  |
| Northamptonshire |  |  |  |  |
| Nottingham | CC Report received 29/4/19 |  |  |  |
| Nottinghamshire | * QA, performance and data management, SEF
* Evidence of practice being shaped through children’s voice
* How do you know you are making a difference?
 |  | * Pathways to adulthood- Accountability board about SEND- chaired by DCS
* Strong inclusion policy
 |  |
| Rutland | * Assessment review
* Relationship based SW practice
* Workforce confident in using trauma and secure-based practice, theory and research
* Create capacity and stability in the health visiting and school nursing service
* SEND – inclusion work
 | Child and Family Assessment in Lincs  | * Reunifications
* High level of placement stability
* Children with SEND are achieving well
* Sufficiency Strategy
* Preventative approach to address the issue of late entrants to care and risk taking behaviours
* Strong joined up working between Early Help and Community Health
 |  |

**Section C: Joint work programme**

| **Theme** | **Outcome** | **Suggested activity** | **Monit-oring****RAG** | **Nature of activity** | **Lead responsibility for activity** | **Support** |
| --- | --- | --- | --- | --- | --- | --- |
| Regional Group Task | Seminar/ Workshop | Project Work | RIA Lead | SDSA |
| A: Increasing Placement Sufficiency | More economically sustainable arrangements in each LA and the region | * Information sharing to be developed between LAs about internal provision
 |  | ● |  | ● | LA Commissioning Leads group (Sally Savage) in partnership with 2nd Tier Safeguarding Leads and EMSIG |  | ● |
| * LAs using placements in each other’s provision or joint purchasing when appropriate. (Both for SEND and Residential Social Care).
 |  | ● |  | ● |  | ● |
| * Joint approach to managing external markets.
 |  | ● |  | ● |  | ● |
| * Learn from what works: Future meeting to be arranged in March to look at learning from successes in relation to in-house fostering
 |  | ● |  |  | ● |  |
| B: Improving Practice Methodology | Learn from effective practice and increase knowledge of how to apply this to ‘gaps’ and emerging themes | * An analysis of the principles of most effective practice, especially how these apply to new and emerging themes/ impact. Jo K to work with the PSW group
 |  | ● |  |  | 2nd Tier Safeguarding Leads (Jo Kavanagh) | ● |  |
| * A series of site visits to LAs with effective practice
 |  |  |  | ● | ● |  |
| C: Protecting young people at risk of exploitation | Closer regional alignment of risk assessment practices and processes that can serve YP well. | * Establish regional core approach in regards to risk assessment practices and processes. Ali N to co-ordinate this work with the CSE Leads group and the CSE Regional Exec Group. Consider an autumn event to move this forwards.
 |  | ● | ● |  | 2nd Tier Safeguarding Leads (Ali Noble) working with Andy Smith |  | ● |
| * Strategic MACE to ensure a pro-active and robust regional partnership response to emerging themes, trends and patterns of child exploitation across the region.
 |  | ● |  |  | ● |  |
| * Develop a shared data set on agreed indicators to enable meaningful response to trends and issues in regards to adolescent safeguarding.
 |  | ● |  |  | ● |  |
| * Learn from local approaches: Tackle unnecessary criminalisation of LAC young people (Leicester City), Future for me- new model for working with YP at risk (Lincs)
 |  | ● |  |  | ● |  |
| D: Improving QA and audit moderation | The audit activity will drive improvement in social work practice that will be evidenced locally and regionally  | * Regional moderation panels and sub-regional group develop and deliver a work plan with clear success criteria that will consider impact of the audit activity in assisting with identification of strengths and vulnerabilities as well as the difference made to children
 |  | ● |  |  | 2nd Tier Safeguarding Leads (Caroline Tote) | ● | ● |
| * Every LA to have a clear method/ understanding of what good looks like.
 |  | ● |  |  | ● |  |
| E: DevelopingReflective Supervision | Effective reflective supervision model underpins good practice with children and families in the region. | * Evaluation of practice in regards to reflective supervision following recent seminars that have reviewed supervision policies and an analysis of the implemented changes in regards to supervision in Leicestershire.
* Impact evaluation will enable recommendations of good practice in regards to reflective/ group supervision.
 |  | ● |  |  | 2nd Tier Safeguarding Leads (Sharon Cooke) | ● |  |
| F: Improving Education Outcomes for CLA | Improving outcomes through consistently high quality PEPs and strong peer challenge | * Develop VS peer review with (LGA NAVSH) that also involves social care colleagues
 |  | ● |  | ● | EMSIG Schools & Learning Leads (Linda Foster) | ● |  |
| * The VSH group to undertake a regional review of PEPs to create common expectations about a minimum standard.
 |  | ● |  |  | ● |  |
| G: ReducingSEND Pressures and Improving Outcomes for SEND | More sustainable SEND arrangements achieving better outcomes | * SEND Peer Challenge (LA) rolling programme with West Midlands
 |  |  |  | ● | EMSIG Schools & Learning Leads (Kathryn Boulton) and SEND Strategic Leads (Pat Bullen), plus 2nd Tier Safeguarding Leads (Laurence Jones) |  | ● |
| * Clear principles to achieve consistency and improve the social care aspect in supporting children with SEND; this includes but is not limited to EHC plans.

 (Laurence Jones) |  | ● |  |  |  | ● |
| * EMSIG to analyse the paper containing the submission of information from all 9 x LAs and identify the key actions that we could pursue as a region to make positive change in regards to SEND pressures
 |  | ● |  |  |  | ● |
| * Strategic engagement of Parent Carer Forums on a regional basis
 |  | ● | ● |  |  | ● |
| * Regional project that helps to build capacity (not capital) for SEND inclusion in mainstream schools, especially secondary
 |  | ● | ● | ● |  | ● |
| * Expanding the use of ‘positive psychologies’ to support early intervention work (not just EHCP assessment) Heather S to work with regional EPs?
 |  | ● |  |  |  | ● |
| * Strengthening health engagement, consistent thresholds and clarity of funding (tri-partite, supporting medical-only etc)
 |  | ● | ● | ● |  | ● |
| I: TacklingSocial Care Recruitment and Retention | Stable reliable workforce and reduced dependency on agency staffing underpinned by1. Training pathways/routes being used effectively
2. Effective MoU enabling collaborative partnership and reduction in unilateral LA actions
 | * Training pathways/routes being used effectively. Mapping to be led by Helen B
 |  | ● |  |  | 2nd Tier Safeguarding Leads (tba) | ● |  |
| * Reduction of unilateral LA actions that jeopardise regional arrangements. Get the MoU working and reduce exemptions
 |  | ● |  | ● | ● |  |
| * More Grow our Own collaboration, Nottingham plans to run one more cohort
 |  | ● |  |  | ● |  |
| * More creative development of ideas that aren’t just about salary, e.g. secondments between LAs to give new experiences
 |  | ● | ● |  | ● | ● |
| * Good use of SW apprenticeships: Sheffield, Warwick and the Teaching Partnership
 |  | ● |  |  | ● |  |
| * Step Up and Front Line programmes being used effectively Ali and Sharon to share info
 |  | ● |  |  | ● |  |
| * Teaching Partnerships working more effectively for the region to support Social Work recruitment and retention
 |  | ● |  |  | ● |  |
| J: IncreasingCLA Participation | The voice of all children and young people feeds into strategies at local and regional level | * Less of a ‘committee’ approach and more wider/universal participation and plans that reflect YP themes and priorities.
* Delegated to Regional Participation Leads group to create an action plan
 |  | ● |  |  | Link DCS Steven Forbes and Participation regional chair Bez Killeen |  | ● |
| K: Reducing school exclusion and off-rolling | Reduced permanent exclusion through effective use of Inclusion Dashboard in challenge conversations with schools | * All 9 LAs to be uploading school exclusion quarterly into regional dashboard and Tableau download reports created (School/Trust on a page)
 |  | ● |  |  | EMSIG Schools & Learning Leads (Heather Sandy as Summit rep?) |  | ● |
| * Sharing agreements reached for Inclusion Dashboard Reports to be used by key school challenge partners, including RSC
 |  | ● |  | ● |  | ● |
| * Case study materials compiled of schools and partnerships that are working proactively to eliminate exclusion
 |  |  | ● | ● |  | ● |
| * Schools and Trusts challenge meetings being informed by use of dashboard
 |  | ● | ● |  |  | ● |
| L: Developing Safeguarding Partnerships | All LAs to have secure and effective partnership arrangements (Working Together, post LSCB era) | * Learn from each other’s new plans and arrangements to ensure robust arrangements around the region. Share new arrangements by compiling and reviewing the June 2019 submissions to DfE. Convene a seminar if warranted.
 |  |  |  | ● | Link DCS Andy Smith | ● | ● |
| M: ReducingParental conflict  | Understanding patterns of parental conflict and DA  | * Raise awareness of the issue and the potential impact on victims and families
* Improve services that address parental conflict and DA
* Learn what works and also how LAs are working with perpetrators
* Delegate this DV priority theme to the Parental Conflict regional co-ordinator once appointed to request their leadership of this work-stream
 |  | ● |  | ● | 2nd Tier Safeguarding Leads (Jo Kavanagh) working with Troubled Families (Paula W) | ● |  |
| N:Contributing to teacher recruitment and retention | Developing the strategic role of ITT partnerships in the region | * Bring together all ITT partnerships (Teach Derby, Teach Leics, Teach Notts, Teach Lincs, Teach Northamptonshire) to support strategy development
 |  |  | ● | ● | EMSIG |  | ● |

**Section D: Regional networks**

| **Regional Network** | **Chair or Lead** | **Director Link** | **Contribution to the RIA Plan and other priorities** |
| --- | --- | --- | --- |
| 2nd Tier Safeguarding Leads | Helen Blackman (Nottingham) | Andy Smith (Derby) |  |
| EMSIG Schools and Learning Leads | Kathryn Boulton (Derbyshire) | Jane Moore(Leicestershire) |  |
| Commissioning Leads | Sally Savage (Lincolnshire) | Colin Pettigrew (Nottinghamshire) |  |
| Improvement & Data Leads | Caroline Jackson (Lincolnshire) | Jane Moore(Leicestershire) |  |
| SEND & Inclusion | Pat Bullen (Leicester) | Kathryn Boulton (Derbyshire) |  |
| Early Years Strategic Leads | Sally Hickman (Rutland) | Kathryn Boulton (Derbyshire) |  |
| Virtual School Heads | Sue Denholm (Nottinghamshire) | Linda Foster(Nottinghamshire) |  |
| Children Missing Education | Jo Anne Rees(Leicestershire) | Previously Leics |  |
| 3rd Tier Safeguarding Leads | Clive Chambers/Joe Foley(Nottingham)/(Notts) | Steve Edwards(Nottinghamshire) |  |
| IRO Managers/CPC Chairs | Izzy Martin (Nottinghamshire) | Helen Blackman (Nottingham) |  |
| Principal Social Workers | Sam Clayton (Lincolnshire) | Jo Kavanagh (Lincolnshire) |  |
| QA and Audit Moderation |  | Caroline Tote (Leicester) |  |
| CLA Leads & Care Leavers | New group | Caroline Tote (Leicester) |  |
| CSE Leads | Alison Noble (Derbyshire) | Andy Smith (Derby) |  |
| Troubled Families Leads | Paula Whitehead (Lincolnshire) | Jo Kavanagh (Lincolnshire) |  |
| Regional Adoption | Mark Tinsley | Jane Parfrement (Derbyshire) | DfE funded work-stream in D2N2 and L3R |
| School Admission EMRAG | Jan Baines (Northamptonshire) | Chris Connearn (Northamptonshire) |  |
| Participation Leads | Bez Killeen (Leicester) | Steven Forbes (Leicester) |  |
| Childrens Workforce Development | Liz Maslen (Nottinghamshire) | Steven Forbes (Leicester) |  |