

DRAFT OFSTED ACTION PLAN 2017-2020

Learning Organisation

Requirement	Links to Ofsted Recommendations	Early Actions	Key Lead	Timescale	Progress to date	Smart Targets
<p>Develop a quality assurance framework for children's social care</p>	<p>14,6, 13,</p>	<p>Agree a Quality Assurance framework to govern all work.</p> <p>As part of the framework an audit model is being developed and will include</p> <ul style="list-style-type: none"> • Evidence of consistent use of thresholds, improved quality of assessments care planning and strong management oversight at all stages of child's journey. • All audit work will be within the Quality Assurance framework and directly feed into Learning and development of individuals and teams. • It will be an inclusive model that provides a mentor/learning opportunity for each social worker team and service managers and heads of service. • Feedback from children, young people and families evidences quality and positive impact of interventions • To call this Growing Quality – Together. • Set out range of improvement activity required for 2017 to monitor and drive all improvement work 	<p>Head of Service, Safeguarding Assurance</p>	<p>Ready to launch in March 17</p>	<p>Work underway. Draft to be ready by the end of Feb.</p>	<p>Routine audit shows consistent application of thresholds, improved quality of assessment and care planning and strong management oversight to all stages of a child's journey</p>

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Develop clear learning programme for social work staff - from induction to exit	17	<p>Use the Practice Development group to develop and embed practice standards for practice and management across the workforce.</p> <p>Agree shared post with L&D to support social work learning pathway</p> <p>Review and consider infrastructure needed to support this work</p> <p>Consideration to develop 'social work academy' and 'grow your own' approaches to ensuring a sustainable workforce</p>	<p>Head of Service, Practice Workforce Development Lead</p> <p>AD, Children's Social Care</p>	<p>Group established Jan 2017.</p> <p>March 2017</p> <p>Feb/March 2017</p> <p>April 2017</p>	<p>Social work steering group now re-established</p> <p>Targeted support delivered to ASYE workers in First Response</p> <p>Review of current cohort of ASYE training</p>	Strong, appropriately trained workforce delivering good service that evidences improved outcomes for children.
Develop approach to social work progression and accreditation at all levels	17	Develop a methodology to implement the social work reforms and build career pathways for Leicestershire	L&D/CSC Resources	May 17	Work ongoing	Strong, appropriately trained workforce delivering good service that evidences improved outcomes for children.
Strong leadership to create learning culture	1 – 17	<p>External SMT to set standard and lead on implementation.</p> <p>Ensure there is good two-way communication between managers and staff to disseminate and embed learning from all improvement activity.</p> <p>Use good practice examples identified through inspection and audit to assist shared learning to build on good practice.</p>	AD, Children's Social Care	June 17	<p>Practice Development Group in place</p> <p>WikiLeeks in place</p> <p>External SMT sessions established.</p> <p>Performance meeting (monthly)</p>	Routine audit shows consistent application of thresholds, improved quality of assessment and care planning and strong management oversight to all stages of a child's journey

Practice Excellence

Requirement	Links to Ofsted Recommendations	Early Actions	Key Lead	Timescales	Progress	Smart Targets
Fidelity to the signs of safety model	6	<p>Involve practice development group in ensuring fidelity to model.</p> <p>Establish posts within the infrastructure which will support practice development (advanced practitioners)</p>	<p>Head of Service, Practice Workforce Development Lead</p> <p>AD, Children's Social Care</p>	<p>Ongoing</p> <p>June 2017</p>	<p>Group established. First meeting held in Jan 2017.</p> <p>TOR membership agreed.</p> <p>Await success of bid for 2nd part of national programme (SoS)</p>	<p>Feedback from children, young people and families evidences quality and positive impact of interventions.</p>
Application of practice framework	6	<p>Ensure workforce strategy includes the practice framework and is embedded in day to day business.</p>	<p>Head of Service, Practice Workforce Development Lead</p>	<p>June 2017</p>	<p>Practice framework is developed</p>	<p>Performance indicators evidence improving outcomes for children and young people.</p> <p>Routine audit shows consistent application of thresholds, improved quality of assessment and care planning and strong management oversight to all stages of a child's journey</p>
Application of practice & management standards	1-17	<p>Consultation and launch with all managers</p> <p>Ensure consistency in using existing standards where there are gaps.</p> <p>Practice standards developed.</p> <p>Examples of good practice shared across the Service.</p>	<p>Head of Service, Safeguarding Assurance</p> <p>Head of Service, Practice Workforce Development Lead</p> <p>Head of Service, Children's Social Care Field Work</p>	<p>March 2017</p>	<p>Work is underway to identify where standards are in place and where there are gaps.</p> <p>Practice standard being drafted.</p> <p>Practice Development Group established.</p>	<p>Routine audit shows consistent application of thresholds, improved quality of assessment and care planning and strong management oversight to all stages of a child's journey</p>

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<p>Identify good practice as exemplars to model good engagement.</p> <p>Ensuring we take account of issues of diversity and inclusion in families in all care planning.</p>	1-17	<p>Each area to identify examples of good engagement for example:</p> <ul style="list-style-type: none"> Working with diversity and issues of identity Working with transgender issues Working with learning difficulties <p>Action learning sets to be established across the service to share and build on best practice. Initially to focus on advice given in WikiLeeks on:</p> <ul style="list-style-type: none"> Chronologies Genograms 	<p>Head of Service, Safeguarding Assurance</p> <p>Head of Service, Practice Workforce Development Lead</p> <p>Head of Service, Children in Care</p> <p>Head of Service, Children's Social Care Field Work</p> <p>Head of SEND</p>	<p>March 2017</p>	<p>Diversity and identity introduced to core training for foster carers 2017.</p> <p>Transgender module introduced to foster carers training for 2017.</p>	<p>Routine audit shows consistent application of thresholds, improved quality of assessment and care planning and strong management oversight to all stages of a child's journey</p>
<p>Quality of assessment planning and recording supported by reflective supervision that shows effective challenge</p>	2,6,17	<p>Practice standards set out expectations in relation to high quality assessment planning recording and decision making.</p> <p>Managers ensure that these are embedded in practice.</p> <p>Tracking of performance to evidence improved timeliness monitored through performance meetings</p> <p>Assessment and supervision – Need to set out development expectations and timescales.</p> <p>Develop a learning programme for senior practitioner and team managers to include training and mentoring approaches to develop supervisory skills and competence.</p>	<p>Head of Service, Children in Care</p> <p>Head of Service, Children's Social Care Field Work</p> <p>Head of SEND</p> <p>AD, Children's Social Care</p>	<p>March/April 17</p> <p>March 2017</p>	<p>Monthly returns to show supervision has taken place.</p> <p>Meeting with L&D planned.</p> <p>Social Worker development group re-established.</p> <p>Director/AD in discussion with L&D to identify a resource.</p>	<p>Routine audit shows consistent application of thresholds, improved quality of assessment and care planning and strong management oversight to all stages of a child's journey.</p> <p>Improved timeliness from contact to completion of assessment.</p> <p>Length of time that children are looked after before a permanency decision reduces year-on-year</p>

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Good case management	7	Existing performance meetings are used to ensure that the practice standards, performance information and analysis of improvement activity are being used effectively by operational managers. Where we are working to get children home, or in permanence planning trajectories are used as a case management tool to ensure milestones and timelines are clear and robust.	AD, Children's Social Care	Established now	Work on improving performance data underway. Work on practice standards underway.	Routine audit shows consistent application of thresholds, improved quality of assessment and care planning and strong management oversight to all stages of a child's journey.
Robust Commissioning framework across Children and Family Services	1 - 17	Commissioning framework and monitoring in place for CiC.	AD, Children's Social Care and Service Manager, Commissioning Support	Established now	Placement commissioning and monitoring in place. Work began on SENA (Special Educational Needs)	All placements are commissioned against assessment needs of children and young people Placement Stability – percentage of children remaining in the same placement for three years or more.

Right action Right time

Requirement	Links to Ofsted Recommendations	Early Actions	Key Lead	Timescales	Progress	Smart Targets
Achieving permanency	7	<ul style="list-style-type: none"> • Early identification of adoption plans and tracking through Permanence Panel. • Development of permanence champions who provide the wider concept of permanence? • Permanence Panel established. 	Head of Service Children in Care Head of Service, Children's Social Care Field Work	March 2017	<p>Manager meeting Feb to look at Permanency Planning.</p> <p>Establishment of Task and Finish group re Special Guardianship Orders.</p> <p>Task and Finish group re Legal Planning Meetings</p> <p>Court process/Connected Carers.</p> <p>Practice summit to be held.</p>	Length of time that children are looked after before a permanency decision reduces year-on-year.

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Pathway plans	12 6	<ul style="list-style-type: none"> Structure review for Children in Care Plans are informed by up to date assessments. Plan audit- commissioned through Quality Assurance audit model Review role of PA and number required. Review NEET (Not in Education, Employment or Training) strategy to ensure focus on Care Leavers. 	Head of Service, Children in Care Service Manager, CiC and Post Permanence Support	Feb 2017 April 2017	Structure and resources being considered (Feb/March 17)	Proportion of children in care and care leavers in education, employment or training increases year-on-year.
Ensure Strong Front door including Out of Hours Service	2	<ul style="list-style-type: none"> Action Plan and resource in place. Review processes 	AD, Children's Social Care Head of Service, Children's Social Care Field Work	Immediate action	Capacity in place. To oversee improvement. Review of Out of Hours rota and structure to ensure the best possible service.	Improved timeliness from contact to completion of assessment. Routine audit shows consistent application of thresholds, improved quality of assessment and care planning and strong management oversight to all stages of a child's journey.
SGO (Special Guardianship Order) and Post adoption and therapeutic support	8, 11	<ul style="list-style-type: none"> Post adoption plan audit Review of CAMHS contract Introduction of consultation hubs Adoption website (Core offer and community links) Offer to birth parents is in place 	Head of Service, Children in Care Service Manager, Fostering, Adoption & Sufficiency	Jan 2017 May 2017 June 2017 Jan 2017 Sept 2017	Proposal to DMT implemented. CAMHS contract review underway. Therapeutic offer to parents procedure amended.	Number of appropriate and proportionate post adoption support packages increases year-on-year. Number of support packages offered to birth parents increases year-on-year.
NEET Young people enjoy education, employment and training.	15	<ul style="list-style-type: none"> Revised NEET Strategy Reviewed IAG contract Implemented new LC team 	Head of Service, Children in Care Service Manager, 16-19/25 Learning	March 2017 March 2017 June 2017		Proportion of children in care and care leavers in education, employment or training increases year-on-year.

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Edge of Care (Help to keep families together) Linked to quality of support to Children in Need	14 16	Review model and service specification to manage edge of care work.	Head of Service, Children's Social Care Field Work	March/April 17	Review underway.	Routine audit shows consistent application of thresholds, improved quality of assessment and care planning and strong management oversight to all stages of a child's journey.
Child Protection planning/permanency		Focus on- Percentage of children subject to a repeat child protection plan for a second or subsequent time reduces year-on-year Length of time children are subject to a child protection plan reduces year-on-year	Head of Service, Safeguarding Assurance Head of Service, Children's Social Care Field Work	March 2017	Children in Need practice guidance in place. Task and Finish Group (multi-agency) established.	Percentage of children subject to a repeat child protection plan for a second or subsequent time reduces year-on-year. Length of time children are subject to a child protection plan reduces year-on-year. Length of time that children are looked after before a permanency decision reduces year-on-year.

Policy and Performance

Requirement	Links to Ofsted Recommendations	Early Actions	Key Lead	Timescales	Progress	Smart Targets
Ensure policies supporting practice are in place	8,11,12,13,15,16	Review/create policies or written statements on: <ul style="list-style-type: none"> • Staying Put • Care Leavers offer • Private Fostering • Adoption support offer • NEET strategy 	Head of Service, Children in Care	April 2017	Staying Put Policy revised and signed offer - SMT (Feb)	Performance indicators evidence improving outcomes for children and young people.

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Accurate performance data is available for all areas of service and to ensure that progress is made on the specific recommendations made by Ofsted.	1,2,3,4,6,7,9,10,11,12,13,14,15,16	Scope all performance data requirements Design of performance reports Test and implement new reports with business.	Performance consultant	June 17	Scoping work underway	Performance indicators evidence improving outcomes for children and young people.
All managers actively use data to support monitoring and service management	1,2,3,4,6,7,9,10,11,12,13,14,15,16	SMT to ensure that service led performance management is consistent across all parts of the business	Heads of Service & Performance consultant	Feb 2017	Performance meeting in place Performance reports being delivered.	Performance indicators evidence improving outcomes for children and young people.
All staff understand the requirement of good quality data and their role in recording all information in the right way	1	Work with business, BI and QAIF team to identify and rectify existing errors in system. Service managers to lead and drive everybody's changing behaviours to ensure all are responsible and accountable for their data. Performance indicators evidence improving outcomes for children and young people- This is an element of the Quality Assurance framework and will directly inform the audit activity.	Heads of Service & Performance consultant	March 2017	Performance meeting established.	Performance indicators evidence improving outcomes for children and young people.
Management oversight to ensure effective case management and decision making	2	Create reports which show when children have had management oversight/supervision Practice and Management standard clear re expectation	Heads of Service & Performance consultant	June 2017	Scoping work underway	Routine audit shows consistent application of thresholds, improved quality of assessment and care planning and strong management oversight to all stages of a child's journey.

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Use of data to support monitoring management	1 - 17	<ul style="list-style-type: none"> Consultant commissioned to work with all stakeholders to agree requirements and deliver reports. 	AD, Children's Social Care Performance Consultant	June 2017	Principles underpinning performance reporting agreed.	<p>Performance indicators evidence improving outcomes for children and young people.</p> <p>Routine audit shows consistent application of thresholds, improved quality of assessment and care planning and strong management oversight to all stages of a child's journey.</p>
Caseload size	3	<ul style="list-style-type: none"> Report on current position re caseload sizes run monthly Additional capacity (agency) across First Response, Child Protection + Supporting Families + Children with Disabilities. Review structure to see how best response is deployed. Recruitment strategy to be developed – JDs rewritten/rolling progress of adverts/reached with clear social work offer. 	AD, Children's Social Care	Dec → March/April 2017	<p>Some additional capacity but challenges of agency availability.</p> <p>Discussed developments to have ongoing recruitment.</p>	
Up to date strategies in place	13 15 11	<ul style="list-style-type: none"> Private fostering strategy revised. NEET strategy revised to be stronger re vulnerable group. Proportion of children In care and care leavers in education, employment or training increases year-on-year Staying Put Policy revised. Post adopted support offer reviewed. Number of appropriate and proportionate post adoption support packages increases year-on-year. 	Head of Service, Children in Care Service Manager, 16-19/25 Learning	March 2017	<p>Private fostering – annual report and communication strategy agreed.</p> <p>NEET policy under review.</p> <p>Staying Put Policy revised Feb 2017.</p> <p>Participation support Jan/Feb 2017</p> <p>DMT paper – resource request (March/April 17)</p>	<p>Improved timeliness from contact to completion of assessment.</p> <p>Routine audit shows consistent application of thresholds, improved quality of assessment and care planning and strong management oversight to all stages of a child's journey.</p>

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Review process in First Response to ensure timely and proportionate response to Children in Need	4	<ul style="list-style-type: none"> Action Plan in place All processes reviewed. Additional SW and management capacity in place. Supervision and additional support to ASYE's. Admin and business support in place. Working group established to drive the work. 	Head of Service, Children's Social Care Field Work AD, Children's Social Care	Dec → New systems to be fully operational end of March.	Additional capacity being recruited to. Business analysis to support Do you want date of first meeting?	Routine audit shows consistent application of thresholds, improved quality of assessment and care planning and strong management oversight to all stages of a child's journey.
Service Delivery Plan to ensure all key areas of improvement are embedded	1-17	<ul style="list-style-type: none"> Draft Service delivery plan being agreed to cover all key areas of practice, management assessment and performance. 	AD, Children's Social Care	March/April 2017 for sign off	Draft plan to be discussed at SMT on 10 02 2017 AD met with each HoS and SM to give clear message of expectations.	Performance indicators evidence improving outcomes for children and young people.