

Progress against Ofsted recommendations as part of the Ofsted Continuous Improvement Action Plan 2017-2020- The Road to Excellence.

Overview and Scrutiny Committee November 2017

Ref.	Ofsted Recommendation	Progress RAG	Targets	Outturn Performance 2016/17	Performance Q2 17 or month	Target March 18	Target 2020	Evidence of Completion or Evidence of Progress by September 2017	Further Actions in progress	Lead Officer
1.	Ensure that performance management information is based on accurate data, so that all areas requiring improvement can be identified and progressed in a timely way.	A	<p>The service has a suite of performance reports that are accurate, up-to-date and enabling managers to evidence progress against key performance indicators. This will show good performance against statutory indicators enabling managers to see and immediately address any arising concerns.</p> <p>Measure All daily, weekly and monthly reports are in place by June 2017 for First Response, Child Protection and Children in Care.</p> <p>By March 2018, reports for Fostering & Adoption are developed in Tableau (currently manual).</p> <p>Annual returns for the Department of Education show LCC to be performing well against Statistical Neighbours and National Indicators.</p>	N/A	System generated	In place	In place	<p>Reports (daily, weekly and monthly) available for First Response, Disabled Children Team, Child Protection, Child Sexual Exploitation team and Children in Care.</p> <p>Accuracy of data is routinely monitored at Children's Social Care (CSC) monthly performance meeting. Managers increased access to Tableau reports are quickly highlighting performance and data inaccuracy as reports are 'live'. Delays in recording are addressed.</p> <p>Examples of progress made include :</p> <ul style="list-style-type: none"> - Children in care with three or more placement moves. This has improved from 10.5% in the same month last year to 7.6% this year (Sept 17). - Care leavers in suitable accommodation. This has improved from 72.7% in the same period last year to 91.8% this year. <p>Group established, chaired by Assistant Director Children's Social Care is progressing system generated reporting for Fostering & Adoption</p>	<p>Outreach performance management clinics to individual teams will be provided, with dates in the diary up to December 2017.</p> <p>Heads of Service are addressing any accuracy and inputting issues within teams.</p> <p>The annual statutory returns on CSC data will be used to monitor the extent to which accuracy is improving.</p> <p>Electronic reports (Tableau reporting) developed for Fostering & Adoption service by March 2018.</p>	<p>Business Intelligence Performance Manager – Emma Jones / Peter Worthington</p> <p>Assistant Director Children's Social Care – Sharon Cooke</p>

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2.	Ensure that management oversight of practice fully complies with supervision policy requirements and supports effective case progression and decision-making.	A	<p>Case decision processes consistently demonstrates robust management oversight. Evidence of good clear plans for children.</p> <p>Measure Weekly and monthly performance reports show good performance in timeliness of supervisions.</p> <p>Outcome of case file audits are graded good or outstanding for management decision and oversight.</p>	84% (Dec 16) N/A	85% (Aug 17) 87% (June 17)	87% 90%	90% 100%	<p>The frequency of supervision has been monitored on a monthly basis which has helped to secure a compliance of 85% across Early Help and Children's Social Care (Aug 17). Performance is affected by the recent turnover of staff whilst recruiting to permanent posts takes place.</p> <p>The quality of supervisions and management oversight is largely monitored through case file audit. Other options to explore quality and depth of supervision will be developed as part of work by the Principal Social Worker (PSW) role. (PSW post has now been recruited to and will be in post December 2017).</p> <p>87% of cases audited in June 2017 were graded Good or Outstanding for management oversight. Improvement work in this area is on track and will continue to be closely monitored.</p>	<p>Additional work required within Mosaic to enable monitoring of supervisions through Tableau reports is in progress.(March 18)</p> <p>Develop a learning programme for senior practitioners and team managers to include training and mentoring approaches to develop supervisory skills and competence.(June 2018)</p> <p>A focus on the quality of supervisions for Children in Care in line with Signs Of Safety (SOS) is embedded (April 2018)</p>	<p>Head of Service Field Social Work – Anita Gurry</p> <p>Head of Practice Excellence Moira O' Hagan -</p> <p>Head of Service Children in Care – Nicci Collins</p>

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3.	Ensure that when a child is allocated to a social worker this is reflected in the social worker's caseload and that caseload size and management capacity across the service facilitate good-quality social work.	A	<p>Social Work caseloads are within agreed numbers:</p> <ul style="list-style-type: none"> - Assessed & Supported Year in Employment 12 – 15 - Senior Practitioner 12 – 15 - Social Worker (full time) 18 - 20 <p>So ensuring capacity for social workers to complete well evidenced assessment and intervention in a timely way, showing that plans are progressed in a child's timeframe. Increase Social work and management capacity.</p> <p>Measure Monthly performance returns show that caseloads are within the numbers above.</p> <ul style="list-style-type: none"> - Assessed & Supported Year in Employment 12 – 15 - Senior Practitioner 12 – 15 - Social Worker (full time) 18 - 20 	During Ofsted visit in Dec 16, caseloads for SW averaged 20, but in First Response cases averaged 30.	Av 17 Av 18 Av 22 (Aug 17)	15 15 20	13 13 19	<p>The average number of cases per social worker has ranged from 17 to 19 cases since January 2017. There are some outliers to this with some individual workers showing caseloads in the early 20s. Agreed additional capacity will further address this.</p> <p>Management capacity has been sustained through interim arrangements and, more recently, permanent appointments. Permanent appointments include the Head of Service for Fieldwork, the Head of Practice Excellence, the First Response Service Manager and the Safeguarding Improvement Unit Service Manager.</p> <p>Social Worker caseloads within agreed number achieved in First Response, Disabled Children's team, CSE and Children in Care Teams.</p> <p>Child Protection and Strengthening Families include some teams / individuals experiencing caseloads in the early 20s. This is being addressed by additional capacity.</p> <p>Recruitment and retention work has been ongoing with the recruitment to a number of key posts. The recruitment to certain service areas and posts is proving more difficult. This is a national issue. This is being addressed via work on a recruitment and retention strategy.</p>	<p>Recruitment ongoing.</p> <p>Reduce the reliance on agency / interim staff by March 2018.</p> <p>Recruitment and Retention Strategy being developed (Nov 2017) as certain posts are proving difficult to recruit to on a permanent basis.</p> <p>Monthly reporting to senior management team on caseloads will continue to ensure robust oversight.</p>	Assistant Director Children's Social Care – Sharon Cooke

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4.	Review processes operating in the First Response Service to ensure the accurate recording of contacts, referrals, assessments and their timeliness.	G	<p>First Response demonstrates consistently a timely and proportionate response to children in line with the Local Safeguarding Children's Board (LSCB) threshold document and Working Together to Safeguarding Children 2015.</p> <p>Measure</p> <p>Weekly and monthly performance reports show progress in line with Statistical Neighbours and national average.</p> <p>Targets are:</p> <ul style="list-style-type: none"> Referrals – manager 24 hour decision – 100% Re-referral rate Assessments completed in 45 days 	17%	18.5%	15%	14%	<p>All processes within First Response reviewed following inspection. Revised and refreshed operating model in place to ensure:</p> <ul style="list-style-type: none"> the accurate recording of contacts and referrals good quality assessments delivered in timely manner. <p>Action plan in place to direct and oversee all work streams. Development planning group chaired by Assistant Director Children's Social Care in place since the inspection.</p> <p>On first impression would suggest the performance to hit the 45 day headline has declined. However, the number of completed assessments in September 2016 was 191 (90%) were completed in 45 days. In September 2017, 390 assessments were completed (74.9%) within 45 days. In real terms, this equates to 120 more assessments completed within timescale. Therefore this is a steadily improving picture.</p> <p>The accuracy of recording performance data In First Response is closely scrutinised through live reporting via Tableau. The throughput of work from contact to assessment is high and this does mean that there is sometimes delay in inputting of data. This is being addressed through additional social work capacity.</p> <p>Targeted work with Assessed and Supported Year in Employment (ASYE) staff has meant they are feeling more supported and confident in their roles. The refocus of administration and business support has relieved some pressures and bottlenecks in the service.</p> <p>The review of the 'Out of Hours' (OOH) component has been completed with the new functional model beginning in May 2017. The consistency of the OOH service is improving and a dedicated team manager is in place working on shift with staff to oversee consistency and quality. The Out of Hours Handbook is currently being updated.</p> <p>Agency staff in place pending recruitment of staff to permanent posts.</p>	<p>Work on the development of an integrated multi-agency front door (March 2018).</p> <p>Agreed prioritisation and grading framework with the police focusing on proportionate and appropriate responses to domestic abuse notifications and referrals. New model in operation October 17.</p> <p>All permanent staff in First Response have undertaken updated training in domestic abuse. This programme is ongoing for new staff.</p> <p>Work in First Response to embed and evidence SOS (June 2018)</p> <p>Senior Management Team (SMT) review inspection visit to First Response is planned for November 2017.</p> <p>Independent review of First Response to be planned for the first quarter of 2018</p>	Head of Service Field Social Work – Anita Gurry

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5.	Ensure that practitioners and managers understand and apply thresholds appropriately at every stage of the child's journey.	G	<p>All cases show the threshold in line with the LSCB threshold document has been consistently applied and children have received a timely and proportionate response in line with their assessed needs.</p> <p>Measure Performance shows a low number of:</p> <ul style="list-style-type: none"> - Re-referrals - Repeat CP plans - Permanence plan in place / CIC by the second review – 100% 	17% (25% Q2)	18.5% (Sept 17) 23.6% (Q2)	22%	22%	<p>The application of appropriate thresholds is generally monitored through repeated social care involvement and case file audits.</p> <p>The rate of re-referrals in September 2017 is 18.5% compared to 25.8% in September last year.</p> <p>The proportion of repeat child protection plans to date is just under 25%. This has been monitored closely as proportions have fluctuated month-to-month and additional analysis has identified 80% of cases coming back on to a Plan after a period of over 2 years not on a plan.</p> <p>Audits of cases, including those completed on children entering care, demonstrate thresholds are being applied appropriately. However, where cases are centred around issues of neglect – particularly long standing neglect, thresholds are extremely challenging to apply consistently. Further work has been undertaken on the following aspects of work:</p> <ul style="list-style-type: none"> • Early identification of neglect • Working with issues of neglect • The interface between Early Help and Social Care. 	<p>Development of a neglect resource pack (December 2017), to be used as a learning tool by managers in team meetings.</p> <p>Development of performance report in relation to permanence in plans at second review (April 2018).</p>	<p>Head of Service Children in Care – Nicci Collins</p> <p>Head of Service Field Social Work – Anita Gurry</p> <p>Head of Service Safeguarding, Improvement & Quality Assurance – Chris Nerini</p>

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6.	Ensure consistency in social work assessments, so that they are sufficiently in depth, are informed by good-quality chronologies, reflect the needs and identities of individual children, are updated regularly to take account of children's changing needs and circumstances and lead to outcome-focused plans.	A	<p>Performance reports evidence consistent use of:</p> <ul style="list-style-type: none"> - chronologies, - assessment, - outcomes focused plans <p>Measure Quality audit demonstrates that all cases have an up-to-date chronology, assessment and outcome-focused plan.</p> <p>Overall good or outstanding</p> <p>Good quality plans</p>	N/A	39% (June 17)	80%	100%	<p>Practice standards for assessments have been developed as part of the Growing Quality in CSC framework. The standards, which have been introduced to all workers, set out clear expectations of good quality assessments across all service areas.</p> <p>A recent audit in First Response demonstrated that progress is being made in the number of cases having assessments graded good overall.</p>	<p>Further practice standards in development with a target of sign-off by SMT in October 2017.</p> <p>EIP2 funding for SOS awarded to the County Council in Sept 2017.</p> <p>Development of Growing Quality 'sister' frameworks:</p> <ul style="list-style-type: none"> - Growing Quality in Early Help - Growing Quality in Support Services <p>Work to improve the depth of practice is ongoing and will be supported by recent additional funding (Practice Excellence posts and social worker capacity to reduce caseloads). Pride in Practice conference for practitioners to showcase good practice and key developments planned for November 2017</p>	<p>Head of Service Field Social Work – Anita Gurry</p> <p>Head of Service Safeguarding, Improvement & Quality Assurance – Chris Nerini</p> <p>Head of Service Practice Excellence – Moira O'Hagan</p>

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7.	Strengthen arrangements for permanence planning to enable all children looked after to be provided with a permanent home and family without undue delay, wherever this is possible.	G	<p>Permanence plan for children evidenced on all cases. The plan will have been agreed and children will be living in secure and stable placements where their long term needs are met.</p> <p>Measure Permanence plan in place for Children in Care by second review.</p> <p>Up to date Pathway plan in place for all young people in Care or Care Leavers aged 15 plus.</p> <p>Number of Children in care with three or more placement moves reduces.</p> <p>The proportion of children in placements for 2 or more years or adopted increases.</p> <p>Published adoption scorecard measures on timeliness :</p> <ul style="list-style-type: none"> ○ Average days from entering care to adoption being less than the statistical neighbour ○ Average of days from court authority to place a child and the decision to match being less than the statistical neighbour 	Manual report	*50%	100%	100%	<p>A Permanence Panel has been established to provide improved rigor and oversight to permanency planning. A practice summit on Permanency Planning was held in March 2017 to engage the workforce in a range of improvement workstreams (Special Guardianship Orders, Legal Planning Meetings and Connected Carers). All groups have been reviewing processes, guidance, communications to improve the quality and timeliness of permanency planning.</p> <p>Good progress has been made in the following areas:</p> <ul style="list-style-type: none"> - A review of the 'Edge of Care' model has been completed with a new model currently under consideration. - A multi-agency task and finish group has been established to revise stepdown procedures from Child Protection to Child in Need (CiN) - Refreshed CiN guidance has been published. A process to alert of drift and delay on Child Protection cases has been established <p>A rolling programme of case reviews is underway. Performance indicators for permanence show improved performance:</p> <ul style="list-style-type: none"> - Children in care with three or more placement moves. This has improved from 10.5% in the same month last year to 7.6% this year (Sept 17). - Published adoption scorecard measures on timeliness : <ul style="list-style-type: none"> ○ Average of 517 days from entering care to adoption being less than the statistical neighbour average of 549 ○ Average of 195 days from court authority to place a child and the decision to match being less than the statistical neighbour average of 210 <p>*The CiC Manager completed a full audit of Pathway Plans and confirmed that we have achieved 50% completion. There are 77 Pathway Plans that require updating by the end of March 2018, in line with the review cycle.</p> <p>The target for Pathway Plan completion is set at 100%, however there are young people who refuse to engage with their Pathway Plans or the creation of a Plan and this will impact on the figure. Initial indications are that this may equate</p>	<p>Permanency is a strand of the Growing Quality campaign for 2017/18.</p> <p>Permanency will be part of the service training and support offer.</p> <p>Audit with a focus on permanence pending second review to take place in November 2017.</p> <p>There is further developmental work to be done relating to the quality of the pathway plans – specifically improving outcome focus and reflection of the young person's aspirations and views.</p>	Head of Service Children in Care – Nicci Collins

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8.	Ensure that children looked after are able to access timely and appropriate support to meet their therapeutic needs.	G	<p>That children, who are assessed as requiring additional support to address emotional wellbeing /mental health, have their needs identified and a plan put in place to meet their needs results in placement stability.</p> <p>Measure Average Strengths and Difficulties Questionnaire measure is in line with the national average – 16</p> <p>Completion rate of SDQ's</p> <p>Quality assurance audits evidence that a young person's emotional health and well-being is assessed and resources to address are in place.</p>	N/A	16	16	16	<p>The Dedicated Placements Support Team (DPST) has been instrumental in ensuring that the therapeutic needs of children in care are met. This is evident in improved placement stability performance measure of 7.6% (top quartile). The work of DPST includes:</p> <ul style="list-style-type: none"> - 7 young people remaining in their current placement with intervention from support workers in the team - 3 young people remaining at home with their parents after previously entering care - 33 independent visitors being matched with young people in care <p>Our specialist foster carer provision successfully enables children to return home through solo placements and working intensively with carers/parents. This has been alongside establishing the Placement & Additional Resource Panel and Complex Care Panel with Health and Education services, where decisions are reached about placement requirements and the additional therapeutic services children need.</p> <p>For children in care who do not meet the threshold for CAMHS, we have provided funding for counselling sessions to a number of children. We also introduced CAMHS consultation sessions for carers, with sessions being booked months in advance. We have introduced more information/training and support at foster carer support groups (hubs) that address emotional health and reduced supervising social worker caseloads to improve accessibility and support when such issues arise.</p> <p>The new processes have seen the following outcomes:</p> <ul style="list-style-type: none"> - Reduced waiting times for emotional support to the child and carer. - Completion of specialist assessments to inform care planning, contributing to placement stability. <p>Our Strengths and Difficulties Questionnaire (SDQ) measure is in line with the England average at 16.</p>	<p>Revised CAMHS contract to be in place by April 2018.</p> <p>Development of Mistle project as part of Care Placement Strategy to support most challenging young people in care to successfully experience family-based placements by summer 2018.</p>	Head of Service Children in Care – Nicci Collins

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9.	Ensure that all children looked after who go missing are offered a return home interview and that information gained from all such interviews is used to inform risk management and shared intelligence.	G	<p>Performance shows reducing number of young people who repeatedly go missing. High completion of return interviews and evidence of these informing plans leads to a reduction in missing episodes, so helping to keep young people safe.</p> <p>Measure The number of young people going missing reduces.</p> <p>Take up of young people undertaking a return home interview (all young people and Children in Care).</p>	<p>Whole year: data for Leicester shire children</p> <p>LAC: 77% RI's completed</p> <p>Non LAC: 80% RI's completed</p> <p>Total for LAC and non LAC: 80% RI's completed</p>	<p>Q2 data for Leicester shire children</p> <p>LAC: 72 69% RI's completed.</p> <p>Non LAC: 92% RI's completed.</p> <p>Total for LAC and non LAC: 84% RI's completed</p>	90%	95%	<p>This work is led by the Child Sexual Exploitation team. All return interviews are now completed by the Listening and Support Service, showing improved percentage of the timeliness of completion and quality. All children looked after who go missing are offered a return home interview. Current take up is 77% (Sept 2017). The remaining percentage is made up of young people who refuse the interview and interviews with some children placed in the County Council area by other Local Authorities (LAs). This latter area remains problematic. The following seeks to address this:</p> <ul style="list-style-type: none"> - The Assistant Director receives weekly reports on all missing young people and completed return home interviews. Any necessary action is taken. - a standard letter from the Director has been devised. This is sent by the Assistant Director to any Local Authority who do not meet their responsibility - improved protocols for children that go missing more than 3 times in a 90 day period have been tightened. - monitoring of children who go missing has been refreshed to better inform risk management and shared intelligence. - the Missing policy and procedures have been updated on the LSCB website and promoted at a number of large events. - Monthly reports provided for Lead Member who provides challenge to work completed - programme oversight by the Child Sexual Exploitation and Trafficking Operation Group 	<p>The performance data for Q2 2017 currently demonstrates a reduction in the % of Return Interviews (RI) being completed for LAC. The RI's not completed (22 episodes) can be attributed to 11 individuals; 9 of these missing episodes can be attributed to 2 individuals. These 9 episodes took place at significant periods of change in their lives and work has been completed with them regarding their vulnerabilities whilst being considered a missing person. To date there has not been any further missing episodes for one of the individuals. We are confident going forward that we can achieve the targets identified in this report. We have formulated a plan to take this forward and improve the outcomes/figures for every looked after child who is reported as a missing person. Work will be completed with the relevant Children's teams to review the complex cases with a view to completing an audit of the cases of children who are repeatedly reported as a missing person to measure timeliness and impact of RI. Work will be completed with the relevant professionals regarding the importance of completing return interviews and with the children to reduce their missing episodes. Continue work to address completion of return interviews with children placed in Leicestershire by other LAs (ongoing).</p>	<p>Head of Service Field Social Work – Anita Gurry</p> <p>Service Manager Child Sexual Exploitation – Donna Smalley</p>

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10.	Ensure that, when a child in need plan relating to a child who has disabilities is reviewed, it reflects an up-to-date assessment, informed by the voice of the child and undertaken by a qualified and registered social worker.	A	<p>Disabled children who require a child in need assessment to support their plan have these undertaken, updated and reviewed by a qualified social worker.</p> <p>Measure Audit of CIN cases in the Disabled Children's Service (DCS) demonstrate that assessments and reviews are completed by a qualified social worker, there is a current good quality assessment and the assessment is informed by the voice of the child.</p> <p>Overall good or outstanding</p>	33% (Mar 17)	Available Dec 2017	100%	100%	<p>The review of cases is completed by a qualified social worker and a framework overseen by the interim Service Manager is in place to ensure that assessments are current and informed by the voice of the child. A formal audit was completed in March 2017 that indicated progress on quality was still required as only 3 of 9 cases met the Good grading. The follow up audit in December is expected to demonstrate much improved case recording and quality.</p> <p>Since August 2017 there is a clear direction that all CIN cases, especially the ones managed under the review system will have an up to date assessment, and review by end of December 2017.</p>	<p>Audit due end of December 2017 to review change in process.</p> <p>There has been a cohort of cases identified which will need to be stepped down to Early Help services to ensure appropriate support is provided to families based on threshold of need. These cases will cease to remain CIN. By January 2018, all cases held within DCS will have an up to date assessment prior to their CIN reviews.</p>	Head of Service SEND and Children with Disabilities – Tom Common
11.	Ensure that support plans for special guardians and adopters are informed by a clear assessment of children's and carers'/parents' long-term needs and that good-quality specialist post-order support is made available to those affected by adoption and special guardianship when, and for however long, it is needed.	A	<p>Evidence of a support plan on all cases that is informed by a clear assessment, outlining support to help the young person achieve good outcomes and minimising placement breakdown / disruption.</p> <p>Measure Quality of support plans for Special Guardianship Order (SGO) and adoption orders have improved.</p> <p>Quality assurance by the Agency Decision Maker, evidences quality support plans to address long term needs so reducing the risk of placement breakdown.</p>		*	100%	100%	<p>A refreshed SGO process is now in place. In the last 12 months, 45 young people were discharged from care onto an SGO, an increase of 29 when compared to the point of inspection.</p> <p>Post-adoption support offer has been refreshed alongside a range of accessible resources developed for carers. Increased capacity has been put in place with the establishment of a permanent post.</p> <p>In addition, a pamphlet for independent advice to birth parents is now in place, a dedicated post-adoption support worker has been employed and our first adoption newsletter is about to be published (Nov 2017)</p> <p>A policy on post-adoption support is included as part of our local procedures and this will be used to develop further staff guidance.</p> <p>*Performance report in development. Manual audit by Team Manager shows support plans are in place. Further audits required to ensure consistently good quality.</p>	<p>An audit of post-adoption plans is due to take place. In addition, feedback will be sought from adopters in receipt of services from the adoption service to evaluate the impact of the first 6 months of implementation of the new offer.</p> <p>Audit to take place on SGO support plans.</p> <p>Adoption website updated with new material.</p> <p>A micro-site to support SGO's to be made available.</p> <p>Revised CAMHS contract to be in place by April 2018.</p> <p>Recruitment to SGO social worker is currently underway.</p>	Head of Service Children in Care – Nicci Collins

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12.	Improve the quality and management oversight of pathway planning and ensure consistency in the quality of advice and support provided by personal advisers to care leavers. This should include information about entitlements and provision of health histories.	A	<p>All young people in care aged 16+ have a pathway plan in place that is based on assessment of need. Thus ensuring a young person is supported in education, employment and training and in suitable accommodation.</p> <p>Measure Up-to-date pathway plan in place.</p> <p>Independent Reviewing Officers to quality assure plans.</p> <p>Care leavers in suitable accommodation.</p> <p>'In contact figure' (relevant and former relevant).</p>	<p>manual</p> <p>79.3%</p> <p>90%</p>	<p>50%*</p> <p>91.8% (Sept 17)</p> <p>81.5%</p>	<p>95%</p> <p>92%</p> <p>90%</p>	<p>100%</p> <p>95%</p> <p>90%</p>	<p>Service restructure with additional resources agreed has seen good progress made with over 90% of pathway plans showing updates in the last 6 months. There are still 77 which require updating by the end of March 2018</p> <p>*The CiC Manager completed a full audit of Pathway Plans and confirmed that we have achieved 50% completion. There are 77 Pathway Plans that require updating by the end of March 2018, in line with the review cycle. 5 additional Personal Assistants (PAs) are now in post (October 2017) to support this area of work.</p> <p>The target for Pathway Plan completion is set at 100%, however there are young people who refuse to engage with their Pathway Plans or the creation of a Plan and this will impact on the figure. Initial indications are that this may equate to 5% of Care Leavers.</p> <p>Care Leavers in Education, Employment and Training data shows our figure of 48.5% to be higher than statistical neighbours and Care Leavers in suitable accommodation has sustained high performance at 91.8%, which is 11 percentage points above statistical neighbours.</p> <p>A practice summit on care leavers was held in July 2017 that sought to establish consistency in applying standards. The NEET (Not in Education, Employment or Training) Strategy has been reviewed to ensure a focus on care leavers.</p> <p>"In contact" reflects the frequency with which the LA is in touch with a care leaver – there is no set timescale for "in contact" and it is driven by need reflected in the Pathway Plan. Tracking of this data set is further complicated by: In contact no longer has to be with the PA can be another professional</p> <ul style="list-style-type: none"> Care Leavers who refuse contact It not being based on full year figure but 2 months before and 1 month after the birth date. <p>The current report reflects a high number of 'null' returns for in contact reflecting the complexity of recording data. The manual confirmation of "in contact" completed by the CiC Service Manager and quality assurance of information on Mosaic, confirms 'in-contact' of 88.2% for September or an average of 81.5% for quarter 2. The new 16+ Team in CiC has been established, staff recruited and cases transferred to that team. This will enable focused, strategic work to improve outcomes for care leavers and will improve accountability.</p>	<p>Application of social networking and other technological platforms available to increase the 'in contact' figure. (March 2018)</p> <p>Service Manager will prioritise:</p> <ol style="list-style-type: none"> Setting parameters of the 'In contact' report Ensuring data is accurately recording in Mosaic (ensuring staff have clear instructions) (March 2018) 	Head of Service Children in Care – Nicci Collins

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13.	Ensure that practice for children who are subject to private fostering arrangements meets statutory requirements and that all staff and partners know how to recognise and notify a private fostering arrangement.	A	<p>Young people under 16 years who are living outside of immediate family, in the line with legislation, are identified and have appropriate plans in place.</p> <p>Measure Increased identification of Private Fostering arrangements</p> <p>Assessments completed in timescale.</p>					<p>Despite sustained work to address this area, numbers remain low (5). This is a national problem and numbers in other LAs are low. However, the following have been identified to support the work:</p> <ul style="list-style-type: none"> - Private Fostering Strategy In place - Identify Private Fostering champion in Strengthening Families team to work across teams to improve practice 	Work underway to raise awareness across the County and ensure improved identification. March 2018	Head of Service Children in Care – Nicci Collins
14.	Improve assessment and care planning for children on the edge of care or returning home, or with complex needs requiring a period of intensive intervention (which may include Residential Care) so that it is clear how positive change is to be achieved and sustained.	A	<p>All children on edge of care have a clear plan of action for supporting them at home / in placement.</p> <p>Measure</p> <p>Placement stability rate (3+ placements in the last year)</p> <p>Long term stability - same placement >2 yrs.</p>	8.1%	7.6% (Sept 17)	7.5%	7%	<p>As part of our Permanency Campaign we have focussed on strengthening Edge of Care arrangements, and helping returns to birth families. A review of our Edge of Care model and service has been completed and a new model is currently under consideration. Our Dedicated Placements Support Team (DPST) has provided support so that 3 young people remained at home with their parents after previously entering care. Excluding older children who moved to independent living, around 37% of discharges from care have been a return home, which is better than both statistical neighbours and the England average. A recent audit on children entering care identified 14 of 17 assessments graded as Good and 7 of 14 having plans graded as Good.</p> <p>A review of Strengthening Families role is underway as part of the Care Placement Strategy.</p> <p>The Dedicated Placement Support Team was introduced in June 2016. They have worked intensively with 47 children, their carer's and at times, their parents. Of these, they have successfully enabled 35 children to remain in their foster placements, return home or leave residential care.</p>	<p>Remodelling of the offer in Strengthening Families to take place to strengthen the offer to those children and young people on the edge of care. (December 2017)</p> <p>Work across Strengthening Families and Early Help to provide targeted to support families in crisis (Feb 2018)</p> <p>Develop family networks model (SOS training) to identify support by summer 2018.</p>	Head of Service Field Social Work – Anita Gurry

Ref.	Ofsted Recommendation	Progress RAG	Targets	Outturn Performance 2016/17	Performance Q2 17 or month	Target March 18	Target 2020	Evidence of Completion or Evidence of Progress by September 2017	Further Actions in progress	Lead Officer
15.	Comprehensively review the current strategic plan for those young people not in education, employment or training (NEET), to ensure that a higher proportion of care leavers move to sustained education, employment or training.	A	Care Leavers are supported in education, employment or Training. Measure Percentage of care leavers in education, employment and training increases	50.4%	48.5% (Sept 17)	52%	55%	The review of the NEET Strategy has been completed and now includes a focus on care leavers. Underpinning actions like the restructuring of the Children in Care Service, access to Information, Advice and Guidance and collaborative work between the Virtual School (Fox Academy) and Leaving Care Team has progressed and the latest Care Leavers in Education, Employment and Training data shows our figure of 48.5% to be higher than statistical neighbours on the back of 3 years of continuously improving rates.	The quality of Pathway Plans ensures care leavers are well supported into further education, employment or training. The new 16 plus (Leaving Care team) with additional Personal Adviser support is embedded and demonstrates improved pathway planning with young people.	Head of Service Children in Care – Nicci Collins
16.	Ensure that when homeless young people aged 16 and 17 need to be accommodated under section 20 of the Children Act 1989 that this is effected without delay.	A	Homeless young people have their needs assessed and if they require section 20 accommodation, plans and support are immediately in place. Measure Regular audits demonstrate compliance. - Homeless young people aged 16-17 have appropriate assessments of need. - Young people deemed to be section 20 are provided with support in a timely manner.	QA audit	QA audit	System generated reports show 100%	100%	The protocol to accommodate young people aged 16 and 17 under section 20 is in place and will be reviewed regularly. Two audits carried out in 2016/17 showed that 5 out of 17 cases did not meet “good”. The re-audit showed that 100% met “good”.	The protocol to accommodate young people aged 16 and 17 under section 20 to be reviewed annually (Dec 2017) Further audit due to be completed. In Nov/Dec 2017	Head of Service Field Social Work – Anita Gurry

Ref.	Ofsted Recommendation	Progress RAG	Targets	Outturn Performance 2016/17	Performance Q2 17 or month	Target March 18	Target 2020	Evidence of Completion or Evidence of Progress by September 2017	Further Actions in progress	Lead Officer
17.	Ensure that appropriate developmental programmes are in place for experienced and qualified staff, particularly for senior practitioners and first-line managers, and that the assessed and supported year in employment (ASYE) programme is appropriately overseen.	A	<p>The development and embedding of an accredited programme to support social workers at all levels from ASYE through to Senior Practitioners and Team Managers in place. Evidence a strong, stable and well informed professional workforce.</p> <p>Measure Stability of workforce:</p> <ul style="list-style-type: none"> - Turnover rate of staff (FTE) - Number of qualified social workers - Vacancy rate - Number of agency staff 	12.4 215.5	TBC TBC			<p>The Social Work steering group has been re-established and targeted support to ASYE workers began in December 2016. A review of ASYE training was also completed in April 2017 and a new model of training is being prepared. A review of the current learning and development offer for the department is underway to inform a revised offer linked to the knowledge and skills framework for social workers.</p> <p>The first annual social work conference was delivered in June 2017 and information on the reforms and future accreditation was presented to staff. The conference showcased good practice and focused on work on neglect.</p> <p>CFS has also established a practice leaders group known as the Practice Development Group to help ensure staff are influencing and shaping practice development. This group has actively contributed to the development of practice standards for first-line managers, senior managers and practitioners across the workforce.</p> <p>The department has agreed with corporate Learning and Development to provide training for team managers on leadership with one session already delivered and the next one scheduled in December, following the second practitioner conference in November.</p> <p>A new post, the Head of Service Practice Excellence, has been appointed to and will manage the Principal Social Worker and Advanced Practitioners that will be driving this area forward.</p>	<p>Launch consultation on a new social work progression pathway.(April 2018)</p> <p>Legislation April 2017 – still awaiting Government guidance.</p> <p>Development of a robust professional gateway via a progression process and panel arrangement.(September 2018)</p> <p>Using the theme of 'neglect', pilot a learning and development cycle called the 'learning loop', led by the Advanced Practitioners. (September 2018)</p> <p>Agree proposal on 'grow your own' Social Worker approach as part of a Recruitment and Retention strategy (Nov 2017)</p> <p>Agree proposal for recruitment and retention policy. (Nov 2017)</p> <p>Develop a central repository to hold good practice. (Jan 2018)</p>	Head of Service Practice Excellence – Moira O'Hagan