



# Inspection of services for children in need of help and protection, children looked after and care leavers

## Improvement and Development Action Plan 2016



[Abstract](#)

A summary of the actions resulting from the Ofsted inspection held May / June 2016

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|--|-----------------|
|  | Behind schedule |
|  | On track        |
|  | Completed       |

### Ofsted SIF Report – recommendations and actions

| Key tasks  | How will we know?  | Lead(s)                              | Action to date   | Future actions  | RAG |
|--|--|--------------------------------------|--|---|-----|
| <b>Improve the quality of supervision to social workers explicitly to link supervision to accountability, professional development and ensuring that the best possible outcomes for children are being pursued.</b> <i>Para 13 (comments on not restricting to SW); Para 15 (hub); Para 96; Para 97; Para 98</i> |  |                                      |  |   |     |
| Review and revise training in supervision for managers through supervision workshops   | Training delivered<br>SW attendance                                  | AD – SLAC                            | Development session held with supervisors  | Further sessions arranged<br>In January 2017 with Managers, Deputies and Service Managers                       |     |
| Audit of supervisions  | Audits undertaken  | AD – SLAC                            | Supervision included in  | To be built into the regular audit schedule   |     |
| Ensure Signs of Safety embedded in supervisions  | Evidence in supervision records                                      | SM - Workforce                       |  | Future meetings planned to look at how this will work in practice and to evaluate current supervision pro-forma |     |
| Ensure managers have up to date information on cases for supervisions  | Evidence of information being used to support greater practice focus | SM Fieldwork and SM Business Support | Template for data / tracking completed   | Information to go live  |     |
| <b>Ensure that return home interviews are offered to all children who go missing from home or care, and that each episode is analysed to inform the child's safety plan and wider strategic planning in relation to prevention and risk reduction.</b> <i>Para 30; Para 52</i>                                   |  |                                      |  |   |     |
| Ensure data quality on missing episodes  | Pilot evaluation report  | AD- SLAC                             | Pilot scheme introduced to make repeat missing episodes easier to respond to                                     | Continue to review effectiveness of process   |     |
| Revise procedure for ensuring all missing events have a response recorded  | Revised systems in place on RAISE                                    | AD – SLAC                            | Team managers have focused on issue, but gaps in recording remain  | Undertake audit of current missing episodes to update procedures  |     |
| Review contract with Barnardo's  | Contract review complete. New arrangements in place                  | DPH                                  | Review commenced<br>Data being collected   |   |     |
| Recruit intelligence and analysis role to support trends, patterns and interventions   | Role in place  | AD – SLAC<br>Police                  | Discussions with Police VEMT team on options<br><br>New post created<br><br>Linked to Tees performance framework | Monitoring and intelligence provided to VEMT  |     |

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| <b>Improve the quality and consistency of all children’s and young people’s plans, ensuring that the overall aim is clear, detailing the services or support that will be offered, and that reasonable timescales are set which reflect the child’s needs and development. <i>Para 20; Para 22; Para 41</i></b> |  |                     |   |   |     |
| Review and revise current care plans.<br><br>Roll out Signs of Safety approach across all plans   | Evidence in plans  | DCS<br>SM Workforce | Development session held with Team Managers and Service Managers.<br><br>Now required for all new CP planning | Amend all procedures<br><br>New CIN and for LAC from April 2017 |     |
| Audit of quality of planning to ensure consistent use of smart outcomes   | Audit outcomes as part of regular cycle                          | DCS                 | Included in case file audit process   |   |     |
| <b>The local authority should satisfy itself that all placements where children and young people are placed with connected persons and private fostering are appropriate, and that all carers are assessed under the relevant regulation. <i>Para 33; Para 37</i></b>   |  |                     |   |   |     |
| Review current arrangements   | All placements have appropriate status                           | DCS<br>DLCHR        | All existing family and friends placements reviewed independently by Cygnet Law                               |   |     |
| Review family and friends policy  | New policy updated to include implications of individual reviews | AD SLAC<br>DLCHR    | Legal process reviewed  | New policy developed and agreed                                 |     |
| Revise documentation to be shared with carers   | New forms in place and being used                                | AD SLAC             | New drafts of forms and explanatory text developed  | New forms to be in use  |     |
| Ensure all staff are clear on legislation and new policy and procedures   | All social work staff have received training                     | SM Workforce        |   | To be programmed when policy in place                           |     |
| <b>Develop ‘edge of care’ services to respond in a flexible, family-friendly way to offer realistic alternatives to full-time residential or foster care. <i>Para 35; Para 103</i></b>  |  |                     |   |   |     |
| Review options for services   | Options considered by review group                               | DCS                 | Options paper developed   | Options to be discussed at Children’s Board – Dec 2016          |     |
| Business case and financial model developed   | Signed off by Children’s Board                                   | DCS                 | Outline options and castings in development   |   |     |

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| Edge of care approach in place  | New service / approach                 | DCS       |  | Launch for April 2017   |     |
| <b>Ensure that the care planning process for children looked after always considers adoption as a possible permanence option at the four-month review, including consideration of foster to adopt. In addition, ensure that the family-finding process begins as soon as adoption becomes the plan following a statutory review. Para 36; Para 59; Para 63; Para 80</b> |  |           |  |   |     |
| Develop foster to adopt policy  | Policy in place                        | AD – SLAC | Approaches in other LAs have been reviewed                                       |   |     |
| Ensure consideration of adoption is considered at 4 month review  | Records of consideration on cases      | AD- SLAC  | Procedure being revised<br>Included in LAC reviews                               |   |     |
| Early family finding built into process   | Records of consideration on cases      | AD- SLAC  | Procedures being revised to provide earlier intelligence on potential placements |   |     |
| <b>Ensure that the best quality legal advice is available to social workers and their managers to support effective and timely planning for children and young people. Para 38; Para 71</b>   |  |           |  |   |     |
| Develop clearer expectations on Family Court requirements   | Better Outcomes in court               | DCS       | Discussions held with Courts on current feedback and views                       | Good practice session held re approach to planning with Ofsted and Courts |     |
| Review of legal capacity and process  | New approach in place                  | DLCHR     | Legal completed review of their approach.  | To discuss with social care and revised protocols                         |     |
| <b>Ensure that there are sufficient foster carers, residential placements and potential adopters to meet the needs of the children</b>  |  |           |  |   |     |
| Placement sufficiency strategy  | Strategy agreed at Cabinet             | DCS       | Draft strategy discussed at MALAP  | Cabinet in early 2017   |     |
| Early notification of potential need for placements to Placement Team to support planning and remove need for emergency placements  | Reducing need for emergency placements | AD - SLAC | Review with social care teams  | New procedure developed and in place                                      |     |

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| <b>Ensure that when children are separated from their birth families, they have the opportunity to understand their past and move positively into the future through the provision of sensitive and timely life-story work. <i>Para 49; Para 65; Para 101</i></b>   |  |                           |   |   |     |
| Ensure clear process for all life story work  | All work up to date and reviewed frequently  | SM - LAC                  | Implementation now monitored through fortnightly meetings | New policy developed<br>Additional training<br>Virtual School Head to contribute to life story work in future |     |
| Life story book for all adopted children  | All work up to date and reviewed frequently  | SM - LAC                  | Implementation now monitored through fortnightly meetings | New policy developed<br>Additional training<br>Virtual School Head to contribute to life story work in future |     |
| <b>Continue to challenge and monitor the attendance of Cleveland police at strategy meetings to ensure compliance with Working Together 2015. In addition, Her Majesty's Chief Inspector will act within the terms of the published information sharing protocol (agreed between all the relevant inspectorates) in sharing these findings with HMI Constabulary for it to decide what course of action is appropriate. <i>Para 16; Para 93</i></b> |  |                           |   |   |     |
| Monitor Police attendance at strategy meetings and challenge through LSCB   | Monthly reporting of performance to LSCB and via Children's Hub – improving position | Cleveland Police<br>SLSCB | Initial SBC focus – shared with Police                    | Reporting to LSCB<br><br>To be included in the new Tees Performance Framework                                 |     |