

**Inspection of Services For Children in Need of Help and Protection**

October 2015

**Action Plan and Progress Update**

Updated: 31 August 2016

Owners:

Paul Feven, Head of Strategic Commissioning (previously Brian Grady)

Lisa Humphreys, Head of Social Work and Intervention (Previously Felicity Budgen)

Reference	Ofsted Recommendation	Lead Responsible Officer	Milestones	Deadline	Progress
1a	<p><b>Supervision</b> Monitor and improve the frequency and quality of management oversight and supervision to all staff to ensure that they are regular, reflective and challenging and focused on ensuring good outcomes for children with rationale for decisions made clearly recorded.</p>	DCS	Complete Redesign of Supervision Framework		Completed
		DCS	Launch New Supervision Framework Across All Teams	31st March 2016	Completed
		FB	Schedule Supervision Training and Ensure Full Attendance	4th May 2016	On-Track --this is an ongoing process to ensure that all staff who join WBC or are promoted will have access to this training. We are on a rolling programme for existing staff to ensure a business as usual approach.
		BG	Create and Report New KPI to Capture Assurance that Supervision is Taking Place	1st April 2016	Completed
		FB	Monitor and Ensure Monthly Supervisions Occur	1st December 2015	Completed
		BG	Audit of Frequency and Quality of Supervision and Impact for the Child to be added to Audit Plan for 16/17	1st April 2016	Completed
		FB	Group Supervision to be Convened in Every Team 4 times per month	From 1st April 2016	This is in place and is ongoing and monitored.
1b	<p><b>Management</b> Monitor and improve the frequency and quality of management oversight and supervision to all staff to ensure that they are regular, reflective and challenging and focused on ensuring good outcomes for children with rationale for decisions made clearly recorded.</p>	FB	Co-produce quality standards for team managers -- what does good look like?	1st April 2016	Completed
		BG/FB	Agree provider to offer training to managers and launch training.	15th April 2016	Completed
		BG/FB	Launch modules of core management training which include oversight, decision making and recording.	15th April 2016	Completed
		BG	Schedule testing of impact to provide assurance that improvements have been made in the effective recording of decisions and oversight.	Quarterly Audits to be Scheduled from 1st April 2016	Completed
		BG	Implement SMART planning across the Service.	1st June 2016	Completed

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2	<p><b>Quality of Practice</b></p> <p>Improve the quality of casework audits, practice development tools and performance management information. Ensure that it is used effectively by managers to improve the quality of social work practice.</p>	BG	Refresh the QA framework -- including the Moderation Panel, consideration of absent significant adults, reflection of equality and diversity factors and management of oversight and implementation of any practice review.	1st April 2016	Completed
		BG	Agree the audit practice tools and process standard within commissioning unit in accordance with the revised QA framework.	1st April 2016	Completed
		BG	Schedule and deliver training sessions to equip managers with the skills and knowledge to complete audits to the required standard.	29th February 2016	Completed
		FB	Social work service to complete practice audits consistently to agreed standard for submission to Moderation Panel	31st March 2016	Completed
		BG	Moderation Panel to assess the quality of the audit and its impact for children. Moderation Panel confirms security of process and practice to CSLT through LSCB final reporting.	11th April 2016	Completed
		BG	Agree thematic audit schedule for 16/17	31st March 2016	Completed
		BG/FB	Adopt and launch audit tools for thematic audit.	31st May 2016	Completed
		BG	Review KPI suite and extend to include statutory visits and supervision	31st March 2016	Completed
		BG	Improve ICT to enable Service and Team Managers to use Management Information Easily.	11th April 2016	Completed and ongoing. Initial changes made to FWi but complete upgrade to Mosaic on track for 2017
3	<p><b>Emotional Health</b></p> <p>Accelerate the implementation of the local authority and clinical commissioning group emotional health strategy to ensure better and quicker access to emotional and mental health support for children and young people.</p>	BG	Jointly commission counselling services with CCG.	31st March 2016	Completed
		JR	Children & Young People's Partnership to review delivery timelines currently in the strategy.	6th April 2016	Completed
		FB	Set up Task and Finish Group to prioritise children who are in need now.	8th February 2016	Completed
		FB	Agree revised process to ensure better and quicker access to health support for children and young people.	30th April 2016	Completed and ongoing monitoring/improvements.
		BG	Test 6 month impact based on CCG and LA monitoring data	6th April 2016	Completed
4	<p><b>Transition Planning</b></p> <p>With partners, ensure that there is an effective integrated service pathway for all children and for young people in transition.</p>	FB /Lynne McFetridge	Implement improved transition planning	31st March 2016	Improvements progressing. Further improvements incorporated in the QIP
		Gabrielle Alford/ BG	CCG to identify the capacity to deliver on Children with Disabilities Strategy including transition improvement plan actions.	31st March 2016	Completed
		JR	Create clear accountability line to the Health and Wellbeing Board.	31st March 2016	Completed

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5	<p><b>Quality of Assessments and Plans</b>            Improve the quality of assessments and plans by:</p> <ul style="list-style-type: none"> <li>- ensuring that assessments include consideration of absent significant adults</li> <li>- ensuring that assessments are of a consistently good standard, supported by good analysis of risks and protective factors</li> <li>- ensuring that they consider and reflect equality and diversity factors</li> </ul>	BG/FB	100% of current staff to have received 5 day Signs of Safety Training.	31st March 2016	Completed
		BG/FB	All new staff to receive 5 day Signs of Safety Training	Ongoing	On-Track and ongoing
		BG	Practice Framework training for 2016/17 to be agreed and launched	1st May 2016	Completed and ongoing
		FB	Ensure attendance at Practice Framework training 2016-17	Ongoing	On-Track
		BG	FWi to be Signs of Safety Compliant.	1st May 2016	Completed but improved upgrade to Mosaic will facilitate further development in 2017
		BG	Policies and Procedures to be Signs of Safety Compliant.	1st May 2016	Completed
		FB	Social Work Service to Ensure Positive Impact of Practice Framework and Demonstrate this via the Commissioning Board	Ongoing	On-Track
6	<p><b>Pre-Birth Assessment and Protocol</b>            Put in place a pre-birth protocol and improve the assessment of vulnerable unborn babies and their families.</p>	BG	Complete an audit of pregnant women in the system to assure standard practice.	31st March 2016	Completed
		FB	Assessment model to be adopted and endorsed from MTM	8th April 2016	Completed
		FB	Pre-birth protocol and assessment training to be implemented and applied to every social worker.	19th April 2016	Ongoing
		FB	Instructions to be provided to inform ICT changes in FWi.	11th April 2016	Completed
		BG	ICT Changes to Framework to be in place.	1st May 2016	Completed
		JR	LSCB to be asked to scrutinise potential delays in referral. Royal Berkshire Hospital to account for potential delays to the LSCB.	31st May 2016	Completed
		FB	Agree, adopt and launch protocol and ensure it is aligned with the Pan Berkshire LSCB procedures.	1st May 2016	Completed
BG	Audit impact of changes and improvements in practice for children	30th October 2016	On-Track		
7	<p><b>Missing from Home or Care</b>            Ensure that when a child goes missing from home or care, a timely return visit is completed and information from interviews is collated and analysed to inform service delivery.</p>	BG	Review the provider arrangements to assure ourselves that they have sufficient capacity to deliver to the required standard.	29th February 2016	Completed
		BG	Ensure the provider introduces proactive models of engagement (including engagement to parent).	1st April 2016	Completed
		FB	Set up weekly monitoring and proactive management of arrangements to ensure timely response.	31st March 2016	Completed
		BG	Set up quarterly audit and include in the current quarterly reports to LSCB.	From 1st April 2016	Completed -- ongoing
		BG	Establish quarterly reporting cycle: LSCB, CPB (an increase from previous six-monthly reporting)	From 1st April 2016	Completed -- ongoing
8	<p><b>Strategy Discussions</b>            Ensure that strategy discussions include all relevant agencies</p>	FB	Implement training to ensure newly created quality standards are embedded and result in improved strategy discussions.	31st March 2016	Completed
		BG	Schedule audit of impact and improvements jointly with Police.	31st March 2016	Completed
9	<p><b>Contact with Social Worker</b>            Ensure that Children Looked After can contact their social worker and that they</p>	FB	Ensure that every Looked After Child is given contact details of their social worker.	26 February 2016	Completed
		FB	Team Managers to implement system to ensure prompt response to messages from children. (To be cross-referenced to quality standards for Team Managers).	1 April 2016	Completed

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	receive prompt response to contacts.	FB	Implement system for monthly monitoring of consistency of the allocation of social worker to Looked After Children	From 1st April 2016	Completed
10	<b>Permanence Planning</b> Ensure that early permanence planning is in place for all children.	FB	Procedure set up to review impact of permanency panel quarterly to ensure improved timeliness of permanency planning	From 1st April 2016	Completed
		FB	Extend Terms of Reference to include Special Guardianship Orders	From 1st April 2016	Completed
		FB	Prioritise Permanency Planning at Social Worker Development Day	8th March 2016	Completed
		BG	Permanence planning work to be built into social workers' induction	From 1st May 2016	Completed
		FB	Team Managers to show visible ownership of impact on progress via the Commissioning Board	From 1st April 2016	Ongoing
11	<b>Dissemination of Care Plans and Work with Partner Agencies</b> Ensure that care plans and actions agreed at reviews for children looked after are promptly disseminated and carried out and that work with partner agencies is effectively coordinated by social workers and their managers.	BG	KPI to include timeliness of dissemination of Care Plans after LAC review.	From 1st April 2016	Completed
		FB	Quality Assurance unit to take ownership of distribution of decisions at LAC reviews	From 1st April 2016	Completed
		FB	System Set up for Monitoring of Health Assessments to ensure they are Completed On Time	From mid-November 2015	Completed
		FB	System set up for monitoring of CAMHS assessment and treatment to ensure timeliness.	30th April 2016	Completed but to be reviewed as part of the commissioning process.
12	<b>Care Leavers</b> Improve the quality of services to care leavers by ensuring that: - visits to care leavers are purposeful and visiting frequency is according to their individual needs - care leavers have access to opportunities to gain good quality independence skills	BG	Arrangements made for Team Managers to report on implementation and impact of Signs of Safety through Commissioning Board.	From 1st April 2016	Completed
		BG	Skills audit to be completed for Care Leavers and appropriate life skills training designed and implemented.	31st May 2016	Completed and ongoing
		BG	Schedule audit of practice change and impact.	1st April 2016	Completed