

Cabinet

10 October 2017

OFSTED Single Inspection Framework (SIF): Action Plan

Recommendations

- 1) That Cabinet endorses the actions in the OFSTED action plan
- 2) That an update on the progress of the action plan is brought to Cabinet in 6 months' time.

1.0 Introduction

- 1.1 The Warwickshire OFSTED Single Inspection Framework (SIF) report was published on 14 July 2017.
- 1.2 The inspection report provided a judgement of "requires improvement" and detailed 12 recommendations and noted a number of positive findings.
- 1.3 This report summarises the key messages from the OFSTED report and presents Warwickshire County Council's OFSTED action plan, which outlines the steps being taken to address the recommendations.
- 1.4 The action plan was presented to the Children and Young People Overview and Scrutiny Committee on 26 September 2017 who endorsed the actions within the plan.

2.0 Positive Findings

- 2.1 The OFSTED report endorsed that children are safe in Warwickshire.
- 2.2 Practice was praised in a number of areas, including our work with our most vulnerable children through, the Multi-Agency Safeguarding Hub (MASH); arrangements for tackling Child Sexual Exploitation, our work around children missing from home, care and education and effectively supporting children looked after with disabilities.

- 2.3 The report also highlighted the effective work undertaken by our family support workers, our Emergency Duty Team and the high quality of social work assessments.
- 2.4 Adoption is a real strength and we have more “fostering to adopt placements” than many other authorities, this means that children become part of their new permanent families at the earliest opportunity.
- 2.5 Our work with unaccompanied asylum seeking children is culturally sensitive and responsive to these vulnerable young people’s needs. We work closely with care leavers to ensure they are aware of their entitlements to financial support to set up home or to access education and training and to ensure their achievements and progress are recognised.
- 2.6 The report noted that we have a vibrant and active Children in Care Council (CICC), supported by a well-designed system of elections to ensure children looked after and care leavers of various ages are involved.
- 2.7 The inspection report was extremely complimentary about our staff and the relationships which they forge with children, young people and families.

3.0 OFSTED Recommendations

3.1 The report detailed the following 12 recommendations:

1. Ensure that all children and families have access to good-quality early help services as soon as they need them and that the early help strategy is fully understood and delivered in partnership with all agencies.
2. Ensure that the workloads of social workers, including newly qualified staff, and IROs are reduced in line with the authority’s stated aims to enable them to provide consistently high-quality services to children.
3. Accelerate plans to fully integrate the electronic recording system so that accurate data can be produced and used effectively by all staff to measure and improve practice.
4. Ensure that there are a sufficient number and range of good-quality placements to provide stable and well-matched homes for children looked after.

5. Ensure that appropriate work is undertaken with the police and Warwickshire Youth justice service to reduce the incidence of overnight stays in police custody for young people.

6. Review and revise arrangements to ensure that care leavers gain appropriate practical skills, including budgeting, before they leave care.

7. Ensure that pathway plans are effective to support and challenge young people to achieve better outcomes.

8. Consistently evidence the child's voice on the child's case record to ensure that their wishes and feelings about life at home are clearly recorded and understood and that, when appropriate, advocacy is made available to ensure that young people's views are heard.

9. Prioritise plans to reduce the length of time children looked after have to wait to receive support for their emotional well-being and mental health.

10. Strengthen assessment, planning and support when children looked after return to their birth parents and wider family settings.

11. Ensure that the corporate parenting panel offers sufficient scrutiny of services and challenge in partnership with young people to improve services.

12. Ensure that regular meetings between the agency decision-maker and the panel chair are embedded in practice to support accountability and discussions about the quality of the service.

3.2 These recommendations and additional learning from the report have been incorporated into an action plan.

4.0 OFSTED Action Plan

4.1 The 12 Recommendations and findings in the OFSTED report have been mapped against the One Organisational Plan outcomes and the Children and Families key business outcomes, these being:

- Fewer Children need to come into or stay in care
- Children are in good quality placements that deliver value for money
- Children's needs do not escalate and become complicated & expensive

- 4.2 Supporting practice improvement actions have been mapped separately against:
- Champion consistent and good quality practice
- 4.3 Actions have been grouped under the above headings and leads have been assigned, each supporting action has been assigned a Responsible Officer. Some actions and Responsible Officers sit outside the Business Unit and these actions will be further developed with colleagues from across the Council.
- 4.4 The actions in the plan reflect our key priority areas:
- 1) recruiting additional social workers to ensure the size of our caseloads are reduced
 - 2) embedding the case-recording system
 - 3) improving our strategic engagement with Health
 - 4) working closely with partners to ensure children and families get the right help at the right time.
- 4.5 Equality Analysis is being completed for the Children and Families Transformation Programme, which includes the actions outlined in the OFSTED action plan.
- 4.6 The OFSTED Action Plan is detailed in Appendix 1.

5.0 Risks

- 5.1 The Children and Families Business Unit have been set a savings target of £9,447,000 by 2019/20. The Children's Transformation Programme has been established to deliver these savings. The actions in the OFSTED action plan are in line with the Children and Families Transformation Programme.
- 5.2 The risks associated with the programme are detailed in a Risk Register and these have been cross referenced with the Ofsted Action Plan.
- 5.3 The programme has 3 key projects, which underpin the Ofsted Action plan:
- Social Worker & Foster Carer Recruitment Project
 - 0-5 Redesign Project
 - One Team Project

5.4 All the risks and mitigating actions are monitored and reviewed closely by the Children's Transformation Board.

5.5 The action plan outlined in Appendix 1 can be delivered within the resources allocated to the services as part of the Medium Term Financial Plan underpinning OOP 2020

6.0 Monitoring

6.1 The actions in the OFSTED action plan are linked to the Children and Families Transformation Plan and will be monitored as a subset of the Programme. In addition, quarterly reporting to Corporate Board has been agreed, with the first report on progress scheduled for 18 October 2017.

7.0 Next steps

- Engage appropriate colleagues within and outside the Business Unit
- Monitor the action plan as outlined

Background Papers

None

	Name	Contact Information
Report Author	Jenny Butlin-Moran	jennybutlinmoran@warwickshire.gov.uk (01926) 742394
Head of Service	Beate Wagner	beatewagner@warwickshire.gov.uk (01926) 742577
Strategic Director	Nigel Minns	nigelminns@warwickshire.gov.uk (01926) 412665
Portfolio Holder	Cllr Jeff Morgan	jeffmorgan@warwickshire.gov.uk 07803 294257

This report was circulated to the following members prior to publication:

Local Members: N/A

Other Members: Councillors Dahmash, Morgan, Roodhouse, Williams, Hayfield, C.Davies

OOP Outcome : Warwickshire's Communities and Individuals are supported to be safe, healthy and independent

OOP Key Business Outcome: Fewer Children need to come into or stay in care

Subject	Lead	No	Summary	Actions	Deadline	Responsible	What does Good Look like? (as detailed in the Ofsted Handbook)	Progress to date (Sept 2017)	
Ofsted recommendation 1: Ensure that all children and families have access to good quality early help services as soon as they need them and that the Early Help Strategy is fully understood and delivered in partnership with all agencies	Marina Kitchen (MK) & Bill Basra (BB)	1.01	Strategic vision and plan to be developed	Write a strategy and plan for the delivery of Early Help	February 2018	Marina Kitchen / Bill Basra	A clear vision and plan detailing the interface between EH and statutory social work, which is clearly and effectively differentiated.		
				Ensure an overarching outcomes framework is agreed and joins up with the work of the Council and external partners	February 2018				
		1.02	Consult and engage with Partner agencies, including Schools, Health and Adult Services in regard to Early Help (EH) work and agree a joint vision	BB to link with Pat Tate and Jayne Spilsbury re dialogue with Head Teachers	October 2017		Partner agencies, including Schools, Health and Adult Services have clarity on the Thresholds for Intervention, fully understand what part they play in safeguarding children and young people and act at the earliest opportunity.		
				MK/BB to link with Health re EH Involvement and offer	October 2017			Early Help Single Assessment Form reviewed and updated on Mosaic. New form to go live Sept 2017	
				Improve quality and timeliness of early help single assessment completion	October 2017				
				MK/BB to link with providers who work with adults who are parents re Early Help offer	October 2017				
		1.03	Ensure Thresholds for Intervention (TfI) is understood by partners	Rollout TfI workshops	September 2017		John Coleman	Thresholds for intervention accord with the requirements of legislation, are appropriately understood by partners, consistently applied, well embedded reviewed and updated regularly.	Contend agreed and workshops have started. 40 workshops have been planned up to March 2018. To date 400 people have signed up to attend.
				Participate in Consultation workshops with Head Teachers					
		1.04	LGA to do research into how schools and other partners view Early Help to be delivered and the support required by them to do so successfully and proactively	Feed the LGA research into the vision and strategy	November 2017		Jenny Butlin-Moran	A clear vision and plan detailing the interface between EH and statutory Child protection, which is clearly and effectively differentiated.	LGA Peer Review scheduled from 13-15 November 2017 A Questionnaire to be issued to Partners in advance of the review (Sept 2017).
		1.05	Joint initiative between the Warwickshire Safeguarding Children Board (WSCB) and the Local Authority (LA) to ensure that safeguarding partnership arrangements are robust.	To clarify the governance arrangements between WSCB, Health and Wellbeing Board (HWBB) and LA	October 2017		Marina Kitchen / Beate Wagner	The governance arrangements enable LSCB partners including HWBB to assess whether they are fulfilling their statutory responsibilities to help (including early help) to protect and care for children and young people. The LSCB effectively prioritises according to local issues and demands and there is evidence of clear improvement priorities identified that are incorporated into delivery plan to improve outcomes.	Memorandum of Understanding drafted, this will be approved by the boards.
1.06	Early Help to be a priority for the WSCB	September 2017		Beate Wagner	Complete				

OOP Outcome : Warwickshire's Communities and Individuals are supported to be safe, healthy and independent

OOP Key Business Outcome: Fewer Children need to come into or stay in care

Subject	Lead	No	Summary	Actions	Deadline	Responsible	What does Good Look like? (as detailed in the Ofsted Handbook)	Progress to date (Sept 2017)
Improve Health partnerships and engagements	Beate Wagner (BW) /John Dixon (JD)	1.07	Ensure Health Colleagues are aware of the Ofsted recommendation.	Share Ofsted Plan	Completed	n/a	Health partners are fully engaged in both the Early Help and protection. This will enable CYP&F to be offered and receive help and support at the right time by health partners linking in with and co locating with services provided by the local Authority.	Completed
		1.08	Ensure clarity re governance arrangements	Terms of Reference are being developed for the Children and Families Partnership Transformation Board, including its sub groups in line with the development of other WCC Boards.	September 2017	Beate Wagner	Information sharing will be robust, safe and proportionate between all partners including health.	Draft Terms of Reference compiled, to be finalised at the next Transformation Board
		1.09		Safeguarding children to be a priority for the HWBB	Completed	n/a	C&YP are in good health or are being helped to improve their health and their health needs are identified.	Completed
		1.10	Continue to seek Health Representative in the MASH via the Children and Families Partnership Transformation Board	September 2017	Beate Wagner	Child and adolescent mental health provision, therapeutic help and services for learning and physically disabled C&YP are available when needed and for as long as required.	A Band 7 post has been agreed for inclusion in the MASH. Awaiting advert to go live.	
Commissioned services	Kate Harker (KH)	1.11	Provide development opportunities for commissioned services within operational teams including co-location as appropriate	KH to liaise with commissioned services to take forward	March 2018	Kate Harker	Commissioned teams work alongside in-house teams with good communication in place and joint working as appropriate	Commissioners have been out to team meetings in the last couple of months to raise awareness of commissioning and how we can better support social workers. Our broker also sits in the hub alongside operational colleagues. Operational Colleagues are integral and part of all key projects.
		1.12	Look at opportunities for services commissioned elsewhere in the Council to contribute to the Children's Transformation Plan	KH / BB / MK to liaise with commissioned services to take forward	March 2018	Bill Basra / Marina Kitchen	Service commissioned by the wider Council are shaped to deliver to the priorities of the children's transformation plan	
		1.13	Ofsted recommendation 9: Prioritise plans to reduce the length of time children looked after have to wait to receive support for their emotional well-being and mental health.	KH to liaise with commissioned services to take forward	March 2018	Kate Harker	Child & adolescent mental health provision, therapeutic help and services for learning or physically disabled children and young people are available when needed and for as long as they are required	New CAMHS contract went live 1 August 2017 The Children's Strategic Commissioning Team are working with C&F Transformation Team

OOP Outcome : Warwickshire's Communities and Individuals are supported to be safe, healthy and independent

OOP Key Business Outcome: Fewer Children need to come into or stay in care

Subject	Lead	No	Summary	Actions	Deadline	Responsible	What does Good Look like? (as detailed in the Ofsted Handbook)	Progress to date (Sept 2017)
Improve engagement with Partner Agencies in Strategy meetings and conferences	John Coleman (JC)	1.14	Partner attendance at strategy meetings held by locality teams	To liaise with the Police to ensure consistent representation in Strategy discussions	December 2017	John Coleman	Professional relationships between the local authority and partner organisations and commissioned service providers are mature and well developed. Accountabilities are embedded and result in confident, regular evaluation and improvement in the quality of help, care and protection that is provided.	Teams are collating information on attendance, which will be discussed with the Police. As appropriate this information will also be used to discuss attendance with other partners.
	John Coleman (JC) / Mary Eccleston (ME)	1.15	Strategy meetings and conferences	To review the process of Strategy meetings and Conferences	December 2017	John Coleman / Mary Eccleston	Professional relationships between the local authority and partner organisations and commissioned service providers are mature and well developed. Accountabilities are embedded and result in confident, regular evaluation and improvement in the quality of help, care and protection that is provided.	

OOP Outcome : Warwickshire's Communities and Individuals are supported to be safe, healthy and independent

OOP Key Outcome : Children's needs do not escalate and become complicated & expensive

Subject	Lead	No	Summary	Actions	Deadline	Responsible	What does Good Look like? (as detailed in the Ofsted Handbook as appropriate)	Progress to date (Sept 2017)
Ofsted recommendation 2: Ensure that the workloads of social workers, including newly qualified staff, and IROs are reduced in line with the authority's stated aims to enable them to provide consistently high-quality services to children	Marina Kitchen (MK)	2.01	Recruitment, retention and adjustment of caseload is underway	Continue to manage the project, which includes the recruitment of 40 social workers	March 2018	Marina Kitchen	All teams will be fully staffed with a mixture of experienced and newly qualified social workers and case loads will 15 on average. Caseloads of newly qualified or less experienced staff will reflect their level of development and experience	Work for them' campaign to be launched November 2017 The campaign will also include the recruitment of foster carers
	Sarah Harris (SH)	2.02	Recruitment day in June for newly qualified social workers - supported by Principal Practitioner	Recruitment Day to be arranged Support arrangements to be put in place via Principal Practitioners	Completed September 2017	n/a Sarah Harris		Completed
	Jenny Butlin-Moran (JBM)	2.03	Recruitment of 4 additional Independent Reviewing Officers, 1 deputy operations manager and 2 additional case conference secretaries	Recruitment to be included in the wider "Work for Them" campaign	December 2017	Jenny Butlin-Moran / Marina Kitchen		The team will have a manageable caseload of less approximately 80 cases which will enable the IROs to demonstrate ongoing monitoring of the LA's corporate parenting responsibilities
Ensure Designated Officer arrangements for management of allegations against professionals are robust	Jenny Butlin-Moran (JBM)	2.04	Recruitment of 2 fte Local Authority Designated Officers (LADOs) and 1 fte minute taker.	Recruitment to be included in the wider "Work for Them" campaign	December 2017	Jenny Butlin-Moran / Marina Kitchen	There is a timely and effective response to referrals, including out of normal office hours.	To be included in the 'Work for Them' campaign

OOP Outcome : Warwickshire's Communities and Individuals are supported to be safe, healthy and independent

OOP Key Business Outcome : Children are in good quality placements that deliver value for money

Subject	Lead	No	Summary	Actions	Deadline	Responsible	What does Good Look like? (as detailed in the Ofsted Handbook)	Progress to date (Sept 2017)
Care Leavers	Brenda Vincent (BV)	3.01	Ensure improved planning for independence including with foster carers	<p>Ofsted recommendation 6:</p> <p>Review and revise arrangements to ensure that care leavers gain appropriate practical skills, including budgeting, before they leave care</p>	March 2018	Brenda Vincent / Dave Jones	Care Leavers succeed in their transition to greater independence and adulthood at a time that is right for them. Accommodation for care leavers is appropriate for each young person to safely develop their independence skills.	<p>A Care leavers course on independence skills took place in August 2017, take-up was limited</p> <p>Evaluation from the course is being gathered to inform the future strategy.</p> <p>Accommodation strategy working group established. There is an ongoing programme of work planned that will incorporate this with specific actions and responsibilities assigned.</p>
		3.02	<p>Ofsted recommendation 7:</p> <p>Ensure that pathway plans are effective to support and challenge young people to achieve better outcomes</p>	Review current format within MOSAIC of pathway plans to ensure they are SMART and young people led	December 2017	Brenda Vincent / Jo Davies	Pathway planning is effective and plans (including transition planning for those with learning difficulties) address all yp's needs and are updated as circumstances change Care leavers develop skills and confidence they need to maximise their chances of successful maturity to adulthood.	This issue requires prioritisation as the methodology of completing the pathway plans is now also subject to a judicial review . Young people will be involved in this work
		3.03	Improve Education, Employment and Training (EET) opportunities for care leavers with particular emphasis on apprenticeships	Explore opportunities in the private sector for apprenticeships	October 2017	Brenda Vincent / Dave Jones	Care Leavers have access to appropriate education and employment opportunities including work experience and apprenticeships. They are encouraged and supported to continue their education and training, including those aged 21 - 24. Care Leavers are progressing well and achieving their full potential through life choices either in their attainment in further and higher education or their chosen career /occupation.	The Apprenticeship Hub has recruited additional staff to support young people.
			Ensure information relating to Prospects as per our Service Level Agreement Linked to Performance Culture actions	September 2017	Completed			
			Develop the role of the Corporate Parenting Panel and identify opportunities for the whole Council to take a proactive approach in respect of corporate parenting	In progress	Brenda Vincent / Beate Wagner / John Dixon	Completed		
		Corporate Parenting Panel strategy revised, to be presented to full Council on 21 Sept 2017						

OOP Outcome : Warwickshire's Communities and Individuals are supported to be safe, healthy and independent

OOP Key Business Outcome : Children are in good quality placements that deliver value for money

Subject	Lead	No	Summary	Actions	Deadline	Responsible	What does Good Look like? (as detailed in the Ofsted Handbook)	Progress to date (Sept 2017)
Placement stability	Jamie Wait (JW) / Jenny Butlin-Moran (JBM) / Calvin Smith (CS)	3.04	Continue to develop our understanding of placement stability through data analysis	Interrogate data sets to aid understanding	In progress	Jaime Wait	The local authority knows itself well, is a learning organisation and can demonstrate, evidence of practice that is informed, modified and sustainably improved by feedback and intelligence.	Analysis completed, on-going intelligence to be included in performance reports.
		3.05	Undertake further audit of children from selected cohorts	Undertake audit and analyse findings	October2017	Jenny Butlin-Moran	Professionals and carers who know children & YP will work to develop positive relationships with them, are committed to protecting them and promoting their welfare.	Rita Luck (Service Development and Assurance) is undertaking further audits
		3.06	Ensure consistency and analysis of placement moves monitored by Case Decision Meetings (CDM)	Ongoing analysis	In progress	Calvin Smith	The local authority knows itself well, is a learning organisation and can demonstrate, evidence of practice that is informed, modified and sustainably improved by feedback and intelligence.	Quarterly meetings to be scheduled to correlate / analyse data from different sources, for example from CDM and Permanency Panel.
Ofsted recommendation 4: Ensure that there are a sufficient number and range of good-quality placements to provide stable and well-matched homes for children looked after.	Brenda Vincent (BV)	3.07	Ensure foster care recruitment is in line with the Council's transformation plans	Dedicated Recruitment Officer to support and develop the Foster Carer recruitment campaign	December 2017	Brenda Vincent / Marina Kitchen	The recruitment, assessment, training, support, supervision, review and retention of foster carers including kinship carers...ensures that families approved are safe and sufficient in number...	Appointed Team Manager role for Foster Care Recruitment and Marketing Strategy (1 Sept 2017). Recruitment strategy to be updated and tracking process to be improved and shared widely
	Kate Harker (KH)	3.08	Improve commissioning arrangements for external foster placements	Review existing commissioning and contract management arrangements.	March 2018	Kate Harker	Children & young people whose care and support is provided by a third party provider to which statutory functions have been delegated will receive the same high quality services that they could expect from the social work service provided by a local authority	Provider workshop arranged with Independent Fostering Agencies took place 1 Sept 2017. Broker ringing providers as well as utilising the portal when she has capacity to do so. Advert for additional broker is now live.

OOP Outcome : Warwickshire's Communities and Individuals are supported to be safe, healthy and independent								
OOP Key Business Outcome : Children are in good quality placements that deliver value for money								
Subject	Lead	No	Summary	Actions	Deadline	Responsible	What does Good Look like? (as detailed in the Ofsted Handbook)	Progress to date (Sept 2017)
Ofsted recommendation 11: Ensure that the corporate parenting panel offers sufficient scrutiny of services and challenge in partnership with young people to improve services	Brenda Vincent (BV)	3.09	Implement the reviewed arrangements for the Corporate Parenting Panel	Liaise with Democratic services to implement the changes to the Corporate Parenting Panel	In progress	Brenda Vincent	The local authority is an active, strong and committed corporate parent that knows the children and young people it looks after well. It is an effective and successful champion of their progress and an ambitious corporate parent, ensuring that each child has every opportunity to succeed.	Completed
		3.10	Launch the pledge and the Care Leavers Charter with all Elected Members	Liaise with Democratic services to ensure all Members are aware of the Pledge and Care Leavers Charter	September 2017	Brenda Vincent / Bill Basra		To be launched at full council on 21 Sept Completed
		3.11	Ensure the data available to the Corporate Parenting Panel supports effective challenge	Review the data set in line with the Performance Culture actions and review the Corporate Parenting Panel policy 2016-18	In progress	Brenda Vincent		Complete. The Corporate Parenting Panel has agreed its data requirements at its meeting on 5.9.2017. It is still to confirm its information needs from the virtual school which will be addressed at its next meeting.

OOP Outcome : WCC makes the best use of available resources

Champion consistent and good quality practice

Subject	Lead	No	Summary	Actions	Deadline	Responsible	What does Good Look like? (as detailed in the Ofsted Handbook where appropriate)	Progress to date (Sept 2017)
Ofsted recommendation 10: Strengthen assessment, planning and support when children looked after return to their birth parents and wider family settings	Sarah Harris (SH)	4.01	Explore the use of 'Going Home' tools.	Explore the use of 'Going Home' tools.	October 2017	Jenny Butlin-Moran	Care is used only if it is in the child's best interests, CYP are safely and successfully returned home where it is safe to do so, where this is not the case permanent plans are made to live away from the family home. Where the plan is for a child to return home there is evidence of purposeful work to help the family to change so it is safe for the child to return. Further episodes of being looked after are avoided unless they are provided as part of a plan for support.	Work has started with the new Transformation Operations Manager and the Principal Practitioners
		4.02	Explore Research in Practice (RiP) tool to use for Reunification	Explore what RiP have in terms of reunification tools	October 2017	Sarah Harris		
		4.03	0-5 Family Group Conferencing (FGC) project – explore further use for rehabilitation back home from care.	Explore the 0-5 FGC Project to support rehabilitation home from care	December 2017	Sarah Harris		
		4.04	Develop stronger strategies and oversight of rehabilitation back home from care.	Review use and effectiveness of parental Capacity to Change' assessments	December 2017	Sarah Harris		
Ofsted recommendation 8: Consistently evidence the child's voice on the child's case record to ensure that their wishes and feelings about life at home are clearly recorded and understood and that, when appropriate, advocacy is made available to ensure young people's views are heard.	Sarah Harris	4.05	Utilise technology and improve recording of the Child's voice	Linked to actions under MOSAIC : 4.33 and 4.34	March 2018	Sarah Harris / Jo Davies	Children and young people are listened too, practice is focused on their needs, and advocates offered where needed. Service and practice development will be informed by the feedback from children & families about the effectiveness of help, care or support from the time it is first needed till it ends.	Investigating the use of iPads and 'apps' with teams
		4.06	Ensure the Child's voice is evident in plans	Promote training opportunities for staff to ensure the child's voice is clearly recorded	October 2017	Sarah Harris		Is being led by the Principal Practitioners, training has been delivered, additional training and tools are being designed for staff. Piloting the use of a 'Direct Work Bag' Investigating the use of smart apps for children to share their views.
	Jenny Bevan	4.07	Consult with Children in Care Council (CiCC) in regard to service developments.	Include CiCC in the review of why children come into care.	Complete	Marina Kitchen	C&YP are represented by a Child in Care Council or similar body, which is consulted regularly and consulted on how to improve the support they receive.	Complete
	Jenny Butlin-Moran / Kate Harker	4.08	Promote Advocacy where it is appropriate to do so	Revise procedures for referring advocacy. Review the way in which advocacy is promoted through the convening of Child Protection Plan conferences and Children Looked After reviews	October 2017	Jenny Butlin-Moran	Children and young people are listened too, practice is focused on their needs, and advocates offered where needed. C&YP will understand they have access to an advocate and an independent visitor.	The Advocacy contract is currently being re-tendered. Managers are encouraged to ask social workers to promote advocacy A new advocacy case note has been included in Mosaic.

OOP Outcome : WCC makes the best use of available resources

Champion consistent and good quality practice

Subject	Lead	No	Summary	Actions	Deadline	Responsible	What does Good Look like? (as detailed in the Ofsted Handbook where appropriate)	Progress to date (Sept 2017)
Practice Improvement	Sarah Harris	4.09	Ability to see key events in a case file	Linked to MOSAIC actions 4.35 and 4.36	First phase August 2017	Sarah Harris	Workers are able to access Mosiac with confidence and knowledge to find the information they need swiftly and easily.	In progress, documents from case first are being moved into ESCR and this is currently being piloting To be rolled out Dec 2017
		4.10	Life Story Books	Ensure all Children Looked After (CLA) have completed Life Story books (ongoing work following Peer Review)	Ongoing		Social workers help children to understand their lives and their identities through life history work that is effective and provided when they need it. Therapeutic materials are made available to the child and their family when and wherever the child is placed	A new format for Life Story Books for a child in long term foster care has been designed Mosaic Officers to include a question on case notes on the creation of a Life Story Books and date created
		4.11	Supervision records reflect progress of children's plans	Ensure all supervision includes reflection	Ongoing		Children and young people are listened to by social workers who know them well.	Recent Team manager workshops focused on to the use of different reflection styles.
		4.12	Neglect, including use of neglect tools	Implement and embed the Neglect Strategy	October 2017		Issues of neglect are progressed efficiently	Task and finish group set-up to investigate these tools and to make clear decisions on which to promote and use.
		4.13	Improve the timeliness of Initial Child Protection Conferences	To undertake a piece of work to understand the underlying reasons and identify resolutions	September 2017	Jenny Butlin-Moran	Child Protection Conferences are held in a timely manner to ensure the protection of the child.	The Independent Reviewing Officers Team are maintaining a log on issues relating to timeliness. Analysis to be reported to the Children and Families Senior Leadership Team.
		4.14	Improve the timeliness of the completion of Children Looked After Review minutes and the uploading onto MOSAIC	Linked to the Recruitment of additional Independent Reviewing Officers (action 2.3) and MOSAIC implementation (action 4.26, 4.27 and 4.28)	December 2017		Complete Children Looked After Review minutes in a timely manner and uploading onto MOSAIC within an agreed appropriate timescale.	Linked to the recruitment of Independent Reviewing Officers
		4.15	Limited challenge and scrutiny from Independent Reviewing Officers of how children's plans are being progressed	Proactive monitoring of the progress of all children including those on long term and stable plans Linked to the Recruitment of additional Independent Reviewing Officers (action 2.3)	December 2017		Regular and effective monitoring and evaluation of multi-agency front-line practice to safeguard children. Effective contract monitoring arrangements by the local authority are in place to ensure that children receive services which meet their needs and such arrangements are reviewed regularly by the local authority to ensure they remain effective; proportionate scrutiny arrangements by the local authority are in place to ensure the role of the local authority as the corporate parent is effective	

OOP Outcome : WCC makes the best use of available resources

Champion consistent and good quality practice

Subject	Lead	No	Summary	Actions	Deadline	Responsible	What does Good Look like? (as detailed in the Ofsted Handbook where appropriate)	Progress to date (Sept 2017)
		4.16	Improve timeliness of Initial Health Assessments (IHA)	Ensure that forms are submitted in a timely manner to initiate the IHA process and work with Health Partners to ensure timely appointments (ongoing work following Peer Review)	Ongoing	Sarah Harris	Children and young people are in good health or are being helped to improve their health and their health needs are identified	Processes have been reviewed and streamlined. Performance has recently decreased in the leaving care team, possibly due to the UASC. A monthly report from Health, detailing which children have come into care and the dates they have received the paperwork is now being shared with teams, for them to review their own performance
		4.17	SMART Plans	Managers to attend Team Manager workshops : 26th June Saltisford 29th June in Wolston	Complete		Care plans comprehensively address the needs and experiences of children and young people.	Completed Will need to ensure plans have improved
		4.18	Caseloads	Ensure Social Care Team managers are not holding any cases. Linked to the Recruitment of Social Workers action 2.1	March 2018		All teams will be fully staffed with a mixture of experienced and newly qualified social workers and case loads will 15 on average. Caseloads of newly qualified or less experienced staff will reflect their level of development and experience	Linked to the recruitment of staff.
		4.19	Case File Audits	To review the way in which learning from case files audits can be disseminated down to teams to improve practice	October 2017	Jenny Butlin-Moran	Audits identify priorities to improve practice	

OOP Outcome : WCC makes the best use of available resources

Champion consistent and good quality practice

Subject	Lead	No	Summary	Actions	Deadline	Responsible	What does Good Look like? (as detailed in the Ofsted Handbook where appropriate)	Progress to date (Sept 2017)
Practice Improvement : Education	Steve Pendelton	4.20	Reduce fixed-term exclusions	Virtual School to review measures in place to reduce fixed term exclusions	October 2017	Steve Pendelton	The effectiveness of multi-agency support, to help looked after children achieve at school, including the quality and impact of personal education plans, and whether they are disproportionately excluded.	Fixed Term Exclusions are being reviewed, an Educational Psychologist has been appointed to work with the Virtual School to work with Schools to manage the behaviour of children. Continue to assist schools to implement alternatives
		4.21	Quality of Personal Education Plans (PEPs) completed by colleges	Virtual school to engage with colleges to improve the quality of PEPs	October 2017	Steve Pendelton		The Virtual School is meeting with College Reps to resolve issues. Electronic PEPs to be uploaded onto Electronic Social Care Records (ESCR) Investigating single access log on for the Electronic PEPs system.
Practice Improvement : Adoption	Beate Wagner / Brenda Vincent	4.22	Carers abilities re placements through SGOs	To ensure SGO assessments are appropriately assured	In progress	Brenda Vincent	The local authority demonstrates a sense of urgency and care in all adoption work including the appropriate use of concurrent and parallel planning, the Adoption Register and Fostering for adoption, resulting in children being able to live at the earliest opportunity with an adoptive family who are able to meet their needs.	Permanency and adoption training to consider analysis on assessments scheduled for Oct 2017 Piloting joint initial viability assessments with the Kinship and Children's Team to start by October 2017 . A proforma of areas for discussion has been devised to ensure a comprehensive and consistent approach.
		4.23	Ofsted Recommendation 12 Ensure that regular meetings between the agency decision-maker (ADM) and the panel chair are embedded in practice to support accountability and discussions about the quality of the service.	To arrange regular meetings between the ADM and Adoption Panel Chair	Completed	Beate Wagner		Complete
		4.24	Diversity of the Adoption Panel	Ensure the Adoption Panel includes members from more diverse backgrounds	February 2018	Brenda Vincent		To be reviewed as part of the Adoption Central England project that will be partially implemented from November 2017.

OOP Outcome : WCC makes the best use of available resources

Champion consistent and good quality practice

Subject	Lead	No	Summary	Actions	Deadline	Responsible	What does Good Look like? (as detailed in the Ofsted Handbook where appropriate)	Progress to date (Sept 2017)
		4.25	Training to be accessible and available to all C&F MOSAIC Champions	MOSAIC champions to be identified and trained.	Phase One Completed Refresher Training September 2017	Jo Davies / Imelda Cooke	Training plan that has equipped all champions to a confident and competent level to train their own teams.	Workshops targeted at Champions (sufficient for all) and all Service/Operations/Team managers have been delivered. Presentations have been provided to teams to support them in cascading relevant sections to their own teams. Champions have been identified including a finance specialist and a 'Super Champion' has been recruited to increase engagement. Additional refresher sessions are capturing Champions that did not attend the first tranche of embedding training. Champion Support meetings are planned routinely since May to December 2017 to continue upskilling of Champions / resolution of issues. Mosaic recording is also included in County Wide training on case recording consistency.
		4.26		MOSAIC champions to train their own teams to a confident level	October 2017	Jo Davies / Imelda Cooke		Refresher training will be completed in September and our Super Champion will support Champions moving forward to enable them to deliver this support to their own teams
		4.27	MOSAIC to be embedded as core case management tool in teams	Revise guidance and republish on the intranet	Completed	n/a	All C&F staff will be trained to be confident and competent level to train their own teams.	Guidance refreshed and updated: http://intranet.warwickshire.gov.uk/helpingyouwork/PGGP/Mosaic/Pages/Mosaichowtoguide.aspx Google analytics show that there have been more visits to the updated guidance than in the months before it was updated and broken into smaller sections that were searchable. Overall there have been 353 visits to the page since the new guidance went live in June.

OOP Outcome : WCC makes the best use of available resources

Champion consistent and good quality practice

Subject	Lead	No	Summary	Actions	Deadline	Responsible	What does Good Look like? (as detailed in the Ofsted Handbook where appropriate)	Progress to date (Sept 2017)	
Ofsted recommendation 3: Accelerate plans to fully integrate the electronic recording system so that accurate data can be produced and used effectively by all staff to measure and improve practice	Marcus Herron (MH) / Calvin Smith (CS)	4.28		Existing workflows to be refined and distributed to staff who are assisted to understand them	October 2017	Jo Davies / Imelda Cooke		Workshop held to review original workflows and design agency commissioned to produce updated versions. MASH/Emergency Duty Team /Children in Need/Child Protection /Looked After Children/Specialist processes completed, awaiting Adopted child/Fostering/Adoption Draft versions to be consulted on with teams before finalised and published.	
		4.29		MOSAIC implementation is added as a regular item on the Children and Families Senior Leadership Meeting agenda	Completed	n/a		Complete	
		4.30			Communicate key MOSAIC implementation / development messages to staff.	Ongoing (reviewed at each MOSAIC SLT slot)	Chris J Williams		Routine newsletter published including updates of changes, some guidance and good news.
		4.31		Continue to embed and speed up development work	Recruit appropriate workforce to deliver development changes	Ongoing (dependent of priorities 4.32)	Marcus Herron		Following successful recruitment of resource to progress developments, the impact of IR35 has meant we have lost 2 contract team members. This has reduced the development team to 1.5 Full Time Equivalent (fte), a reduced level of capacity. A second round of interviews is taking place week commencing 28th August for two additional developers.

OOP Outcome : WCC makes the best use of available resources

Champion consistent and good quality practice

Subject	Lead	No	Summary	Actions	Deadline	Responsible	What does Good Look like? (as detailed in the Ofsted Handbook where appropriate)	Progress to date (Sept 2017)
		4.32		Review the priorities in the MOSAIC Work Plan to ensure efficient implementation	March 2018	Calvin Smith / Jo Davies	Workers are able to access Mosaic with confidence and knowledge to find the information they need swiftly and easily. Workers fully understand the importance of good recording in Mosaic and will utilise technology to record the child's voice and reflective practice to high standards. Child's Voice being a consistent throughout case files, ensuring wishes and feelings are heard and understood	Recently completed developments include Payment Cards, Kinship changes, testing of Children's functionality for Mosaic upgrade. Current focus is on Regional Adoption, Finance and the generic list (including some fostering and Adoption changes). Case Closure Changes are with Mosaic Board for agreement. While Early Help have been deprioritised to accommodate ACE, many of the original minor ones were completed 7/9).
		4.33		Investigate and implement the use of accessible self-reporting within MOSAIC	TBC	TBC		
		4.34	Promote a culture and skill around accurate and timely recording	Workshops to be delivered to promote high standards of recording and ensure visibility of the Child's Voice	March 2018	Calvin Smith		Business Intelligence are producing a post ofsted action plan around recording and data collation, hopefully through mosaic, so this will result in some requests for change.
		4.35		Routine reporting on system usage, timeliness of recording and workflow activity	December 2017	Chris J Williams		Initial scoping is being progressed
		4.36	Historical Carefirst data to be accessible more easily	Review current historical Carefirst data solution and agree full requirements and plan for delivery	August 2017	Noel Phillips		A pilot is underway to assess the current development and a plan is in place to deliver a final product.
		4.37		Rollout agreed solution and support teams to use	TBC - pending above	Noel Phillips / Jo Davies		Pilot to be completed by the End of November with fixes and updates by December. Full rollout is on schedule for early January.
		4.38	Enable practitioners to make the best use of mobile technology to assist in case recording.	Review what is required to enable a mobile working culture to develop (Phone and iPad)	September 2017	Jo Davies / Lisa Maxwell / Emma Walker	Workers can record written and verbal updates remotely	Initial meeting held to look at options, 2 parts - developing "mosiac mobile" to complete checked out forms within teams. Expanding opportunities to use Mosaic out of office.
		4.39		Agree requirements and a plan to deliver mobile working solution	Depended upon above			
		4.40		Apply to the Capital Asset fund to gain the appropriate equipment to support mobile working	Depended upon above	Jo Davies		

OOP Outcome : WCC makes the best use of available resources								
Champion consistent and good quality practice								
Subject	Lead	No	Summary	Actions	Deadline	Responsible	What does Good Look like? (as detailed in the Ofsted Handbook where appropriate)	Progress to date (Sept 2017)
Promote a performance culture throughout the service	Marina Kitchen (MK)	4.41	Work with staff to understand performance management and develop data set from the bottom up	Engage with staff and managers to understand Performance Management Requirements and communicate roles and responsibilities	October 2017	Anita Lekhi / Jamie Wait	All managers are engaged with their teams data sets and use it to inform and support professional practice. In addition, Managers are keen to use data to inform how they manage workloads and staffing. The local authority through performance management and monitoring has an accurate and systematically updated understanding of its effectiveness. It demonstrates a track record of dealing rigorously and effectively with areas for development. Leaders including elected members and managers have a comprehensive and current knowledge of what is happening at the front line and a track record of responding appropriately and quickly to service deficiencies for new demands. The local authority knows itself well, is a learning organisation and can demonstrate, evidence of practice that is informed, modified and sustainably improved by feedback and intelligence.	Performance Board established. Draft Performance Culture Strategy completed to be approved at the next Performance Board.
		4.42	Review data set to ensure it meets staff and managers' needs and captures all national performance indicators, including care leavers, adoption (disabled children)	Review data set with all stakeholders	October 2017	Jamie Wait / Julie Robbottom		Meeting organised to discuss Social Care and Early Help data sets.
		4.43	Develop team data sets	Engage with Operational and Team managers to develop understanding of what a helpful team data set would look like	October 2017	Anita Lekhi / Jamie Wait		A survey to be compiled to gather requirements and views.
		4.44	Performance management as a key agenda item for team managers training	Discuss at Team Manager training day	October 2017	Sarah Harris		Added to the agenda for future workshops.
		4.45	Ensure staff can use Mosaic functionality to gain easy access to performance information	Review existing self service offer and identify opportunities for new self service reports	November 2017	Jo Davies / Jamie Wait		
		4.46	Consider performance management at staff inductions	Review induction package to consider the inclusion of Performance Management	October 2017	Sarah Harris		New induction process completed, Sarah Harris to check if Performance Management has been included.
Ofsted recommendation 5: Ensure that appropriate work is undertaken with the police and Warwickshire Youth justice service to reduce the incidence of overnight stays in police custody for young people.	Lesley Tregar / John Coleman	4.47	Reduce the incidences of overnight stays in police custody for young people.	To work with the Police to review the arrangements of overnight stays in police custody of young people	September 2017	Lesley Tregar / John Coleman	Young people are not kept overnight in police custody where possible.	Plans are in place to review how data is recorded and reviewed, training to be organised for Officers within Emergency Duty Team and Police, delivered by the Warwickshire Youth Justice Service (WYJS). Asylum Seekers Team to be invited to the WYJS Safeguarding in Custody meeting.