

Blackburn with Darwen SIF Inspection Action Plan

Inspection date: 25th September – 19th October 2017

Action	Lead Officer	Timescales	Progress/Comments	Completed
1. Ensure that all assessments are timely and updated to reflect changes in the children's lives, and to take account of their history and identity needs.				
Key success indicators: all assessments are completed within timescales (unless there is a good reason not), and are updated at significant events as measured through performance data and audits. Assessments clearly evidence analysis of historical information and acknowledge identity.				
a. Review and relaunch What Does Good Look Like (WDGLL) Guidance to incorporate more specific guidance relating to assessments and plans.	Head of Social Work Service	January 2018	Initial conclusion from the recent audit of assessments and plans is that specific guidance around areas of current deficiency should be referenced in WDGLL, but not explicitly covered.	
b. Further review the assessment procedure regarding re-assessment and points at which to consider update	Principal Social Worker	February 2018		
c. Develop an academy approach to the induction of new staff	Principal Social Worker; Lead HR Consultant, Workforce Development	February 2018		
d. Best Practice team to deliver mandatory training	Principal Social Worker	March 2018	Workshops are ongoing around assessments, additional needs linked to identity and risk training. A more targeted approach will be undertaken.	
e. Mandatory workshop for managers and Independent Reviewing Officers (IROs)	Principal Social Worker	February 2018	Managers approve all assessments, refresher training needed to ensure there is consistency around what a good assessment should look like.	
2. Ensure that children's plans contain clear actions, timescales and outcomes, and that actions are progressed effectively to avoid drift and delay for the child.				
Key success indicators: audits confirm that plans meet the required standard.				
a. Revise format of plan	Head of Social Work Service	January 2018	A new draft plan structure has been developed.	
b. Train social workers on new plan format	Principal Social Worker	February 2018	Timescales depend on implementation of the above	

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c. Deliver mandatory training to managers and IROs around plans	Principal Social Worker	February 2018		
d. Ensure senior management/IRO oversight of all plans	Service Leads; Independent Reviewing Officers	December 2017	Formal Children in Need (CIN) tracking processes were introduced in December to oversee CIN plans.	
3. Ensure that the transition arrangements for disabled children are focused on the needs of the individual child and that clear plans are in place well before their 18th birthday.				
Key success indicators: audits identify that children are receiving the services they need to meet their needs when they turn 18 (with no delay); young people and families report that they are happy with their transitions arrangements.				
a. Establish a multi-agency focus group to review transitions and consider timing of an earlier transition point	Service Lead, Children in our Care (CIOC), Children with Disabilities (CwD) and Leaving Care	January 2018	A small working group has been established to agree process, develop procedures and consider a dedicated post for transitions.	
b. Develop clear procedure, outlining expectations	Service Lead, CIOC, CwD and Leaving Care; Service Lead, Specialist Services (Adults Social Care)	February 2018		
c. Develop Memorandum of Understanding between DCS, Director of Adult Social Services (DASS) and Clinical Commissioning Group (CCG)	Director of Children's Services	April 2018		
4. Improve the quality and timeliness of pre-proceedings work, particularly in relation to chronic neglect, and ensure that monitoring systems are in place to prevent delay.				
Key success indicators: Pre-proceedings work is timely and any exceptions are clearly understood and reviewed on a regular bases by senior management; audits by senior management, IROs and the DCS do not find issues of drift and delay.				
a. Re-launch the Neglect Strategy	Head of Social Work Service; Principal Social Worker	January 2018	Strategy drafted and scheduled for Local Safeguarding Children Board (LSCB) and Children's Partnership Board (CPB) in in January 2018.	
b. LSCB to have closer line of sight to practice	LSCB Chair		The case of concern that was referred in during the SIF	January 2018

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around neglect			inspection has been referred in to the LSCB for a Multi-Agency Concise Review, to provide an opportunity for learning across the partnership. In January 2018, it was agreed by the LSCB that this will be a priority area.	
c. Introduce formal tracking systems for CIN and Public Law Outline (PLO) cases	Head of Social Work Service; Head of Service, Policy Planning & Performance	November 2017	Formal Public Law Outline (PLO) tracking processes were introduced in October 2017, supported by the Social Work Team Support Officer (SWTSO). It has been agreed that pre-proceedings cannot exceed 14 weeks without agreement from Head of Service. CIN tracking systems were implemented in November. Both of these processes are under close scrutiny and will be refined as needed during this initial period.	November 2017
d. Ensure families have an offer of Family Group Conferencing (FGC) either prior to or in pre-proceedings	Service Lead, Early Intervention & Prevention	December 2017	All staff now aware of the need for an early offer of FGC.	
e. Create capacity within the fostering service to undertake more timely assessments of connected others,	Head of Social Work Service	January 2018	Proposals have been prepared and Corporate approval is being sought to implement, these have been escalated to the DCS (January 2018) for a speedy resolution.	
f. Ensure that where children are experiencing neglect that all assessments are underpinned by the graded care profile tool	Principal Social Worker	November 2017	Training will continue to be mandated and support by Advanced Practitioners. Quality Assurance activity will be undertaken to evidence impact.	November 2017
g. Greater evidence of direct work within pre-proceedings, informing future planning	Head of Social Work Service	January 2018	Service Leads now attend all care planning meetings. Considering use of Document Management System (DMS) to uploaded direct work on to Protocol.	
h. Review reporting of this area to ensure greater visibility	Head of Service, Policy Planning & Performance; Head of Social Work	October 2017 - February 2018	Reporting of children subject to Public Law Outline work now captured in the weekly reports provided to managers, Service Leads and Heads of Service.	

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	Service			
i. Increase senior management oversight	Service Lead, Review & Quality	January 2018	Service Lead for Review & Quality (R&Q) to review all Child Protection Plan (CP) cases one month prior to the 3 rd review conference, providing a written report to the Head of Service (HoS) to ensure senior management oversight, and recorded on child's records.	
j. Increase DCS line of sight to front line practice in this area	Director of Children's Services	January 2018	Tier 3 audits – held fortnightly by the DCS - will be re-focused on pre-proceeding cases.	
5. Ensure that life-story work and later-life letters are available for children looked after to assist each child's understanding of their history and plan for their future.				
Key success indicators: Audits of children's case files evidence good quality life story work completed at the appropriate point.				
a. Review support materials available	Head of Social Work Service	December 2017	Comprehensive materials are available however it was identified that the procedure needed to be more explicit on expectations around recording of direct work; this has been added <u>as</u> a separate action.	December 2017
b. Review policy	Principal Social Worker	February 2018	Meeting held in January to review policy; agreed to reinstate the Life story virtual team – first meeting to take place in February. Policy needs to be amended to include the role of the virtual team in quality assuring life story work.	
c. Relaunch revised policy to all staff	Principal Social Worker	February/ March 2018	The policy will be relaunched via team briefs in February/March, pending completion of the policy review.	
d. Deliver life story workshops	Principal Social Worker	March 2018	The virtual team will deliver a series of refresher workshops following the re-launch of the policy.	
6. Ensure that personal education plans for children looked after involve children and young people and are specific about targets and achievements, and that the impact of pupil premium funds is monitored and used to best effect.				
Key success indicators: All looked after children have a PEP which is reviewed each term; high quality Personal Education Plans (PEPs) are seen in termly audits; regular analysis of pupil premium funding is undertaken and reported to the Virtual School Governing Body.				
a. Review PEP format	Virtual Headteacher	September 2017	New annual format of PEP ensures that targets from previous term(s) are monitored and providing greater oversight. The new PEP format was implemented in September 2017.	September 2017

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b. Review Children in our care (CIOC) Pupil Premium Plus policy, engaging all stakeholders to ensure a common understanding and consistent approach	Virtual Head	March 2018		
c. Virtual School to offer mandatory training for practitioners in relation to PEPs and Pupil Premium plus (PP+).	Virtual School	November 2017	Training is already available; additional termly training on target setting has been added to the training plan and will be a recurring event.	November 2017
d. Deliver mandatory training for social workers	Virtual Head	March 2018		
e. Build capacity within the Virtual School for monitoring use and impact of PP+ and ensuring compliance and quality within PEPs.	Virtual Head	March 2018	The Virtual School Headteacher is recruiting a PEP Co-ordinator who will scrutinise target setting, amongst other things (the successful candidate will be a qualified teacher; this is the standard role/function in other local authorities). This will be funded through Pupil Premium funding. There have been delays in getting the post approved – this will be escalated however additional options are also being considered (January 2018).	
f. Review recording of PEPs	Virtual Head; Service Lead, Quality Assurance (QA), Inspections & Systems	March 2018	PEPs are not recorded on the Protocol recording system; this will be reviewed to understand whether a move to Protocol and development of a Professional Portal would improve completion rate and quality of PEPs.	
7. Improve work experience and apprenticeship opportunities for care leavers.				
Key success indicators: increased number of care leavers in education, employment and training (EET).				
a. Ensure Employment and Skills Strategy includes provision for additional support to care leavers within the Council.	HR & Workforce Strategy Manager	January 2018	Strategy has been updated to explicitly reference care leavers as a priority: <i>5.1 We will develop new strategies to support care leavers into employment.</i>	January 2018
b. Influence external partner organisations to consider creation of employment opportunities for care leavers.	Chief Executive; Director of Children's Services; HR & Workforce Strategy Manager	April 2018	Work with partners via Blackburn with Darwen Employment and Skills Board, to generate more opportunities that will appeal to care leavers and meet their needs. Report to Board to be prepared and presented by Harry Catherall.	
c. Short, time limited task and finish group to	HR & Workforce	January 2018	Project Group to meet <u>on</u> 30.1.18 to develop	

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be established specifically to consider apprenticeship opportunities for care leavers and the resource and support requirements necessary to ensure success and equality of opportunity.	Strategy Manager		recommendations for Children's SLT meeting within the Children's Change Programme remit.	
d. Increase offer of supported internships for pupils with Education, Health and Care Plans (EHCPs)	HR & Workforce Strategy Manager	March 2018	Also consider creation of supported internships for young people with SEND (but not necessarily EHCP). Systems and processes will need to be in place to ensure appropriate support and payment options are in place.	
8. Ensure that supervision for all staff is both regular and reflective, and promotes high-quality social work practice.				
Key success indicators: good quality supervision records; staff report feeling supported by their managers; no drift identified.				
a. Improve recording of personal supervisions	Head of Social Work Service; Principal Social Worker	January 2018	Head of Service has reviewed policy and established that the model is appropriate, the main issue lies in capacity - personal supervisions not being completed and/or recorded.	
b. Complete observations of supervision	Head of Social Work Service; Service Leads	February 2018	Template under development for Service Leads to report on the supervisions undertaken by their team managers.	
c. Consider how supervision is monitored and reported at a senior level	Head of Service, Planning, Performance & Commissioning	January 2018	Need to consider compliance data combined with qualitative auditing to understand whether quality of supervision is driving improvements for children	
9. Ensure that the performance monitoring framework analyses and reports on children's individual experiences, as well as the compliance of the activity undertaken by social workers.				
Key success indicators: Performance framework provides more child level data to enable managers to drill down into key areas; audits that focus on areas that matter most to our children and young people.				
a. Review performance framework – reports provided, indicators routinely included/analysed	Head of Service, Planning, Performance & Commissioning	June 2018	Refinement of weekly, monthly and quarterly reporting has begun - slimming down the monthly report. Further discussions w/b 8/1/18	
b. Development of a tracker for children and young people from the cusp of care to permanence	Head of Service, Planning, Performance &	April 2018	Tracker for cases in pre-proceedings created and being used and refined (see 4c)	

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	Commissioning			
c. Identify additional resource to increase reporting capacity	Head of Service, Planning, Performance & Commissioning	April 2018	Need for additional capacity to be factored into wider review of department structures (Jan to March 2018).	
d. Review QA framework	Service Lead, QA, Inspections & Systems	January 2018	QA Audit programme needs refocusing, less on compliance and more on the child's lived experience. It will also include young people as part of the audit activity – both as auditor and also how we can increase their input through use of technology. A focus group with young people, seeking their feedback on what matters most to them and what they want us to focus on, is being planned for February/March.	