

Post-Inspection Action Plan – 10 AREAS OF RECOMMENDATION

Blackburn with Darwen Borough Council has prepared this response in compliance with The Education and Inspections Act 2006 (Inspection of Local Authorities Regulations 2007) following publication on 18th March 2022 by Ofsted of the report on their inspection into the effectiveness of Blackburn with Darwen Borough Council's Children's Social Care Services.

OFSTED recommendations of what needs to improve	Actions that will be taken	By whom and when	Measure of success that will be used	A local authority is likely to be judged good if the following applies:
The experiences and progress of children who need help and protection				
<p>1 The multi-agency response to concerns that a child is suffering or is likely to suffer significant harm, particularly timely strategy discussions</p>	<p>1.1 Senior management oversight, scrutiny, tracking and access monitoring of the effectiveness of strategy discussions, from a multi-agency perspective.</p>	<p>Strategic Director of Children's Services; Deputy Director, Chief Constable; CCG Safeguarding Lead April 2022</p>	<p>Meeting of Strategic Director of Children's Services, Chief Executive and Chief Constable to discuss findings of the inspection and actions needing to be taken (completed 7/3/2022). Commitment to reviewing impact of action taken on a quarterly basis with first multi-agency audit taking place in May 2022. Completion of Quarterly Multi-Agency Reviews with the Police and other partners to determine progress. Escalation process is embedded across the partnership. Strategy meetings are partnership led and respond to the needs and risk of children and young people to ensure we improve children and young people's situation without delay. Practice Week methodology will evidence an effective multi-agency response to strategy meetings that share information, planning and decision making without delay to help and protect children.</p>	<p>Children and young people are protected through effective multi agency arrangement. Key participants attend multi agency meetings. These meetings are effective forums for timely information sharing, planning, decision making and monitoring. Actions happen within agreed timescales and the help and protection provided reduce risk and meet need</p>
	<p>1.2 Escalation process to be implemented to capture emerging problems when timeliness and partnership availability is a barrier.</p>	<p>Deputy Director March 2022 <i>(completed)</i></p>		
	<p>1.3 Quality Assurance activity: Practice Week, thematic and planned multi agency quality assurance activity to measure the quality and impact of learning and improvement of practice of multi-agency strategy discussions.</p>	<p>Quality Assurance Lead May 2022</p>		
	<p>1.4 CSAP multi-agency thematic audit on strategy discussions.</p>	<p>Head of Safeguarding & Assurance November 2022</p>	<p>Strategy discussions are compliant with guidance; quality and consistency of practice; multi-agency response meets good standards.</p>	
	<p>1.5 Introduce mandatory joint multi-agency training; strategy meetings and Section 47 enquiries to be delivered to all staff with statutory responsibilities, and to support the workforce to understand how to improve practice.</p>	<p>Deputy Director Development Manager Lancashire Police February-April 2022</p>	<p>Training the workforce will develop staff and embed changes required and evidence improved practice; Quality Assurance Activity – analysis and evaluation will identify improved performance; monitoring for full attendance.</p>	
	<p>1.6 Develop guidance and practical '7 Minute Briefings' for strategy discussions and section 47s and deliver to all teams across the workforce. Engage teams in good practice, with roles and responsibilities of all professionals including the significance of timely partnership working to reduce risk and meet the needs of children. Content includes that meetings are accurately recorded and on the information system.</p>	<p>Deputy Director February 2022 Principal Social Worker March-April 2022</p>	<p>Evaluation of the sessions that are practice informed and supported through an understanding what we are doing, reflecting on why we are doing it and how it might be better. Assurance to the senior management team through a range of quality assurance activity that will evidence that children and young people are protected and safe including Practice Week thematic audit, routine audit activity and supervision.</p>	
	<p>1.7 Practice Improvement Meeting oversight: Weekly dip sample audits, performance data and Team Manager reflective discussions to inform weekly journey travelled reports regarding the quality of practice and impact for children in respect of timing and impact of strategy discussions and section 47 investigations.</p>	<p>Strategic Director of Children's Services, Deputy Director and Quality Assurance Lead</p>	<p>Weekly improvements in audit grading with consistency of good/outstanding outcomes by May 2022.</p>	

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	<p>1.8 Strengthening governance:</p> <ul style="list-style-type: none"> • Creation of a quarterly Strategic Board to scrutinise performance and impact for children. • Strengthen CADS weekly performance meeting to a partnership approach to provide scrutiny and challenge of decision making and practice. 	<p>February – May 2022</p> <p>Deputy Director; Head of Social Work & Specialist Support</p> <p>April 2022</p>	<p>New Terms of Reference and Board in place by April 2022; Quarterly reports presented to an 'Operational Practice Improvement Group' evidencing clear and evidence-based oversight and scrutiny of practice, that is improving outcomes for children on a multi-agency basis.</p>	
	<p>1.9 Specialist Nurses to have read only access for the Protocol case recording Management Information System.</p>	<p>Deputy Director / Service Lead Digital</p> <p>March 2023</p>	<p>Access to shared information and intelligence to have a more rounded picture of the circumstances of the child and family.</p>	
	<p>1.10 Introduce longer term multiagency Continuous Professional Development post 'Brilliant at the Basics' training on a 6 month cycle.</p>	<p>Principal Social Worker</p> <p>October 2022</p>	<p>Keep abreast of modern best practice and research, and embed learning.</p>	
<p>2 Practice relating to securing or dispensing with parental consent during child protection investigations</p>	<p>2.1 All safeguarding concerns for children will be addressed through appropriate multi agency strategy discussions, where consent is clearly considered and recorded during the strategy discussion and throughout any agreed investigation.</p>	<p>Strategic Director of Children's Services; Head of Social Work & Specialist Support; Head of Corporate Parenting & Permanence</p> <p>May 2022</p>	<p>Senior management oversight and scrutiny will see improvements in audit grading. Benchmark audit activity on strategy discussions commenced 11/2/2022. Target by May 2022 to have consistent good/outstanding grades.</p>	<p>Children in need of help and/or protection have a plan setting out how they will be helped, how their needs are going to be met and how risk will be reduced within the timescales appropriate for the child. If families refuse to engage, clear contingency plans are in place. These are based on the assessment of need and risks to the child. Action is taken to avoid drift and delay. Plans and decisions are reviewed. Alternative decisive action is taken if children's circumstances do not change and the help provided does not meet their needs, or the risk of harm or actual harm remains or intensifies</p>
	<p>2.2 Children's plans to include timescales and details of contingency arrangements – continuous monitoring through quality assurance activity, IRO scrutiny and tracking, including a dip sample audit of Child In Need plans and contingency plans in October 2022</p>	<p>Head of Social Work & Specialist Support; Head of Safeguarding & Quality Assurance</p> <p>Audit</p> <p>October 2022</p>	<p>All children's plans to include clear timescales against actions to be undertaken. All children's plans to include contingency arrangements in the event that there is no improvement to their daily lived experience and / or parents / carers are unable to safely care for them.</p>	
<p>3 The response to neglect and domestic abuse to ensure child-focused practice which measures impact through the difference made to children's lives</p>	<p>3.1 Partnership workshop to develop a shared value base and approach to responding to and assessing impact of domestic abuse upon victims and children.</p>	<p>Deputy Director; Head of Community Safeguarding</p> <p>Workshop</p> <p>June 2022</p> <p>Draft guidance and tool kit</p> <p>July 2022</p>	<p>A partnership guide and toolkit to cover supporting, assessing, and responding to Domestic Abuse through a high support approach to victims and high accountability to those that harm. Success will be evidenced through thematic QA activity that demonstrates improved and consistently good assessment and response for children.</p>	<p>Neglect, sexual abuse, physical abuse and emotional abuse are effectively identified and responded to. Children and young people who live in households where at least one parent or carer misuses substances or suffers from mental ill-health, or where there is domestic violence, are helped and protected</p>
	<p>3.2 Bespoke domestic abuse training to be provided to staff, through 'domestic abuse champions' and a workforce development approach. Training to be provided by the accredited provider 'Safe Lives'.</p>	<p>Principal Social Worker; Head of Social Work & Specialist Support</p> <p>March 2022</p>	<p>Consistently good assessment, planning and response to the impact of domestic abuse upon children's experiences and subsequent decision making.</p>	
	<p>3.3 Neglect Champions Group to continue raising awareness across all partners on the impact of neglect.</p>	<p>Principal Social Worker; Head of Social Work & Specialist Support</p>	<p>Increased review of impact for children to inform and develop how we continuously improve our understanding of impact and decision making in response to this.</p>	
	<p>3.4 Review the pre-proceedings and the neglect tracker to refresh the focus of decision making to evidence the impact of the</p>	<p>Head of Social Work & Specialist Support; Head of</p>	<p>Quarterly report on the impact of pre-proceedings, and shared with Legal and CAFCASS who will provide feedback to the Operational Practice Improvement Board on the timeliness and impact of all children subject to a threshold for care proceedings.</p>	

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	safeguarding concerns and pre-proceedings upon the child's daily lived experience.	Safeguarding & Assurance; Deputy Director of Legal & Governance March 2022 –July 2022	Decision making will be consistent and monitored by the panel chair; Monthly tracker demonstrates that children receive the right intervention without delay and they are safe and protected.	
The experiences and progress of children in care and care leavers				
4 The quality of planning for children and care leavers across the service	4.1 Care Planning: <ul style="list-style-type: none"> Review and update all care plans in line with basic practice standards by June 2022. Brilliant at the Basics mandatory training for all staff to take place on care planning and what good looks like. Training to be delivered to Foster Carers and Residential staff and Designated Teachers. 	All Heads of Service June 2022	All children in our care/care leavers have a good written care plan that is embedded in the views and experience of the child and is ambitious to improving short term and long-term outcomes for them.	Children's care plans comprehensively address their needs and experiences, including the need for timely permanence. Children's plans are thoroughly and independently reviewed with the involvement, as appropriate, of parents, carers, residential staff and other adults who know them. Plans for their futures continue to be appropriate and ambitious.
4.2 Pathway Planning training to be delivered to Personal Advisors to ensure that all Care Leavers aged 18-21 have clear, ambitious and aspirational plans.	Head of Partnerships, Intensive Support, Policy & Performance August 2022	Pathway plans are SMART, ambitious and aspirational; Quality Assurance activity demonstrates consistent quality & practice; Independent Reviewing Officer (IRO) review for independent scrutiny.		
4.3 Deliver training to improve the recording and monitoring of accommodation for care leavers over 21 , to enable appropriate support and assess for suitability for needs.	Head of Partnerships, Intensive Support, Policy & Performance April 2022	Accurate data recording; robust quality assurance; effective escalation process to Senior Leads in place.		
4.4 Recruit two Advanced Practitioners to work with Children in Our Care who have additional SEND and vulnerabilities.	Deputy Director (Education) June 2022	Care plans meet the needs of child with SEND; the Advanced Practitioner takes the lead with regards to the EHCP plan and transition.		
4.5 Secure Business Support to strengthen the offer to Children in our Care and Permanence.	Head of Social Work & Specialist Support Head of Corporate Parenting & Permanence September 2023	Health assessments are well co-ordinated; case supervisions and minutes from meetings are recorded in a timely way and the quality is consistently high. <i>Funding starts from 2023-24 as posts currently financed through alternative budgets.</i>		
4.6 Existing PEPs 2021 – 22: <ul style="list-style-type: none"> Continue to audit PEPs for current academic year using existing tools Auditors to ensure there is specific feedback on the target setting and impact review section for all audited PEPs Deliver existing training offer 'Writing PEPs and SMART Targets' to Designated Teachers/school staff 	Virtual School Head Teacher 22/04/22 15/07/22 May 2022	Schools receive specific feedback on quality of targets and impact review in their audited Spring/Summer Term PEPs. Quality of targets in existing PEPs is SMARTER and impact is evidenced through audit documents. Current baseline and targets to be included.		
4.7 PEP's 2022 – 23: <ul style="list-style-type: none"> Review the format of current PEP forms for all ages (Early Years, Primary, Secondary and Post 16) in consultation with relevant stakeholders. 	Virtual School Head Teacher July 2022	New forms created and tested in Protocol/Delegation Portal for the new academic year.		

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	<p>4.8 Specific focus on review of structure of Part 4 target setting and impact to support effective target setting and impact measures.</p>	<p>Virtual School Head Teacher September 2022</p>	<p>Target section is re-written and supports schools to develop more meaningful targets and their impact on the child's education and achievement.</p>	
	<p>4.9 All Pathway plans audited, reviewed and urgent actions implemented to ensure quality and effectiveness on improving care leavers outcomes.</p>	<p>Strategic Director of Children's Services, Deputy Director, Head of Partnerships, Intensive Support, Policy & Performance May 2022</p>	<p>Pathway plans are SMART, ambitious and aspirational; Quality Assurance activity demonstrates consistent quality & practice.</p>	
<p>5 The quality of life-story work and direct work with children in care</p>	<p>5.1 Mandatory training on Lifestory work for all front-line practitioners delivered by 'Research In Practice'.</p>	<p>Head of Corporate Parenting & Permanence May-June 2022</p>	<p>Practitioners will be able to make life story books and be comfortable to explain difficult stories.</p>	<p>The accessibility, style and clarity of case records enhance the understanding that children in care and care leavers have about their histories and experiences</p>
<p>5.2 More frequent use with children and young people of their life-stories by practitioners and carers to help children and young people make sense of their and their families' histories, and better understand why they are in care.</p>	<p>Head of Corporate Parenting & Permanence June 2022</p>	<p>Focused audit activity demonstrates more systematic use of lifestory work in everyday practice.</p>		
<p>5.3 Subject Access Request process amended in line with feedback from Care Leavers to enable them to access their records to get support to understand their care history.</p>	<p>Head of Partnerships, Intensive Support, Policy & Performance Lead Service Designer, Digital Transformation June 2022</p>	<p>Young people are supported to understand their care history and have an opportunity to talk to a trusted adult about the implications of this; aftercare from a Personal Advisor is routine as part of the process; easy read guidance produced for young people; Information Governance Team to revise the process; process published on the website; Care Leavers Forum feedback on the quality and effectiveness of the support and process.</p>		
<p>6 The timeliness of the discharge of care orders for children living at home with their parents</p>	<p>6.1 A Full review of all care orders at home has taken place, ensuring a SMART plan is in place for all those children for whom a discharge of a care order is appropriate. Agreement has been reached with CAFCASS and the Courts for priority given to timely discharge.</p>	<p>Deputy Director Head of Corporate Parenting & Permanence March 2022 (complete)</p>	<p>Additional Advanced Practitioner role to achieve: Timely discharge of care orders (DCO) where appropriate; a plan is in place with a timetable of action to be taken Trajectory of DCO with necessary staffing levels in CIOC 5 DCO in 3 months 5 DCO in 4 months 9 DCO in 6 months 3 DCO in 7 months 2 DCO in 8 months <i>This funding for staffing would start from 2023-24 as post currently financed through alternative budgets.</i></p>	<p>If the plan for a child is to return home, there is purposeful work carried out with the family so that it is safe for the child to return. Further care episodes are avoided unless they are provided as a part of an appropriate plan of support. The wishes and feelings of children, and those of their parents, are clearly set out in timely and authoritative assessments and applications to court. Assessments of family members as potential carers are carried out promptly to a good standard.</p>
<p>6.2 Review the impact of the work ongoing in respective of reducing care orders at home and increasing the use if impactful supervision orders.</p>	<p>Head of Corporate Parenting & Permanence Service Lead Review & Quality September 2022</p>	<p>Ensuring that children's needs are met through the 'lessor order' approach. Impact will be reviewed through the review of our data and through scrutiny from the Local Family Justice Board; caseloads are lower allowing for more impactful practice; Reduction of children who should not be in care.</p>		
<p>6.3 Increased joined up working with CAFCASS and the judiciary to ensure a fast-track approach in place to progress swift discharge of care orders, without unnecessary court adjournments.</p>	<p>Practice Improvement Consultant March 2022 (complete)</p>	<p>Agreed list of discharges to be shared with detailed proposed timeline, utilising the agreed fast track policy. All care orders that are not needed for children to be discharged by July 2022. Quarterly monitoring report.</p>		

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	6.4 Additional Legal Capacity in the short term to support timely discharges.	Head of Social Work & Specialist Support July 2022	F grade Legal Officer post for 12 months from 1 st July 2022	
7 The quality of support, advice and guidance offered to care leavers	7.1 New leadership of the Leaving Care Service from 21 February 2022, with a full-service review initiated. Immediate action taken to update data, ensure systems are up to date and resources are considered to support all care leavers entitlements.	Head of Partnerships, Intensive Support, Policy & Performance April 2022	Strong management oversight to drive improvement; improved quality of practice and effectiveness of the service and this is embedded across the service.	Care leavers have timely, effective pathway plans (including transition planning for children in care with learning difficulties and/or disabilities). These plans address all young people's needs. Reviews of plans for care leavers are thorough and involve all key people, including the young person, who understands their pathway plan and contributes to its development. Plans for their future continue to be appropriate, as well as ambitious.
	7.2.1 Increase staffing capacity within the Leaving Care Service including increasing Personal Advisor capacity to allocate care leavers away from the duty service (over 21s). 7.2.2 Review the duty system and strengthen management oversight to ensure that the duty system is utilised only for when an allocated Personal Advisor is not available.	Head of Partnerships, Intensive Support, Policy & Performance July 2022 (7.2.1) July/August 2022 (7.2.2)	All Care Leavers to have an allocated PA up to age 25 & team capacity in place. Staff have more time to spend with the young people. Equitable service for all young people/adults. Strong offer of support; young people feedback that support is timely and meets their needs; the service is proactive across all ages. From 1st July 2022 - Recruitment for additional team members: 1 Team Manager; 4 Personal Advisors; 1 Business Support; 1 Finance Officer;	
	7.3 Recruit an Independent Reviewing Officer to focus specifically on Care Leavers.	Head of Partnerships, Intensive Support, Policy & Performance July/August 2022	Scrutiny and challenge of care plans to ensure that care leavers are supported to achieve their aspirations. Post from 1 st July 2022.	
	7.4 Establish a Hub for Care Leavers at The Limes , for young people to meet with their Personal Advisor in this dedicated space.	Head of Partnerships, Intensive Support, Policy & Performance August 2022	Hub is established and promoted to young people for improved engagement with the service and there is positive relationship building with the Personal Advisor. The space is refurbished based on the feedback of young people; venue launched, kitted with equipment and furniture; young people start accessing and enjoying the Hub.	
	7.5 Development sessions with the Leaving Care Team to improve case recording and workflow actions on the management information system, Protocol.	Head of Partnerships, Intensive Support, Policy & Performance April 2022	Improved data capture and strengthened management oversight.	
	7.6 Establish a Virtual College to overlap with the Virtual School for young people aged 14 – 25 years to track education, employment or training and direct support as needed.	Deputy Director (Education) May 2022	Care leavers have timely effective ambitious transition plans in place with a focus on next steps – education, employment and training.	
	7.7 Strategic preparation for adulthood planning group in place to develop close relationships for transition between Children's Services and Adults Services for care leavers.	Deputy Director (Education) September 2022	Adult Education support care leavers from age 19; there is strategic planning across children's and adult services to ensure effective plans in place for adulthood.	
	7.8 Review an enhanced Entitlement Offer for practical, emotional and financial support to enable care leavers to live independently and supports them to achieve their ambitions and aspirations.	Head of Partnerships, Intensive Support, Policy & Performance May/June 2022	Offer meets the needs of the young person so they can meet their full potential. Effective Personal Advisor conversations, detailed Pathway Planning & detailed recorded supervisions to measure impact. Enhanced funding offer to extend to support with costs for transport, access to employment, passport applications, driving licence/lessons contribution, and accommodation whilst in education.	

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	<p>7.9 Remove Personal Adviser transfer points - Care leavers will be allocated a consistent Personal Advisor, who will only change when there is a reason that it is in the best interest of the care leaver, or unavoidable due to staff changes.</p>	<p>Head of Partnerships, Intensive Support, Policy & Performance February 2022</p>	<p>Consistent Personal Advisor support to enable enduring relationships as young people become independent. Well established relationships which will lead to a reduction in crisis support; monitored through supervisions, pathway planning and calls data.</p>	
	<p>7.10 Introduce focus groups with young people to explore what a Leaving Care service looks like for them, to improve the quality of the support and response for care leavers post 18.</p>	<p>Head of Partnerships, Intensive Support, Policy & Performance August 2022</p>	<p>Establish a Leaving Care Leaver Forum separate from the Senior Voice group. Regular feedback loop to influence the design and delivery of services. Care Leaver Forum representative on the Corporate Parenting Executive Board.</p>	
	<p>7.11 Review the language used in care leaver case recordings to ensure inclusivity and that the information is captured for the young person as the reader.</p>	<p>Head of Partnerships, Intensive Support, Policy & Performance May 2022</p>	<p>Routine Audits to demonstrate that learning is embedded. When young people access their files post 18, the detail is clear and demonstrates an emphasis on care and compassion.</p>	
	<p>7.12 Review and update case supervision templates for care leavers to specify clearly the information to be captured and provide challenge on practice which is reflective and supportive, and addresses practice which is yet to be good.</p>	<p>Head of Partnerships, Intensive Support, Policy & Performance May 2022</p>	<p>Strengthened management team; Quality Assurance activity July 2022 to demonstrate improved consistency of practice for 18-21 year olds and 21-25 year olds.</p>	
	<p>7.13 Leaving Care Team to receive Trauma Informed training, linking in with the Violence Reduction Unit.</p>	<p>Head of Partnerships, Intensive Support, Policy & Performance June 2022</p>	<p>The relationship between the Personal Advisor and the young person is strength based, measured through supervision and feedback from the young person. Pathway Plans demonstrate that young people's adverse childhood experiences are considered to allow sensitive, trauma informed practice by their Personal Advisor.</p>	
	<p>7.14 Leaving Care Team to receive Systemic Practice in-house training via the Best Practice Team.</p>	<p>Head of Partnerships, Intensive Support, Policy & Performance July 2022</p>	<p>Improved practice across the service and outcomes for young people, measured through QA activity, feedback from young people and supervisions.</p>	
<p>8 The provision of information for care leavers about their entitlements and health histories</p>	<p>8.1 Publish and implement the revised Care Leavers offer to ensure that care leavers are clear about their rights and entitlements and receive the financial and practical support they are entitled to.</p>	<p>Head of Partnerships, Intensive Support, Policy & Performance September 2022</p>	<p>Offer published; Care Leavers can access the support and information they need; staff knowledge is embedded and applied; website and app developed.</p>	<p>Care leavers develop the skills and confidence they need to maximise their chances of successful maturity to adulthood, including parenthood. Care leavers have trusted relationships with carers and staff from the local authority and develop supportive relationships within the community, including with family and friends. They receive the right level of practical, emotional and financial support until they are at least 21 and, when necessary, until they are 25. Care leavers have access to and understand their full health history.</p>
	<p>8.2 Strengthen preparation for adulthood for care leavers by ensuring that health histories are shared with young people/adults in a timely way.</p>	<p>Head of Partnerships, Intensive Support, Policy & Performance June 2022</p>	<p>All young people have the information they need which is measured through supervision and pathway planning.</p>	
	<p>8.3 Co-production with young people to redesign the Leaving Care offer and entitlements leaflet.</p>	<p>Head of Partnerships, Intensive Support, Policy & Performance June/July 2022</p>	<p>Task and Finish Group in place for participation activity with young people; leaflet is promoted, published and that young people are fully aware of their entitlements.</p>	

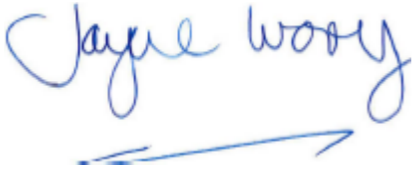
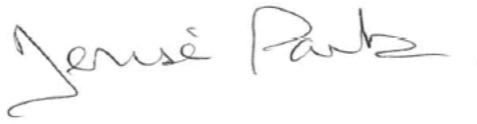
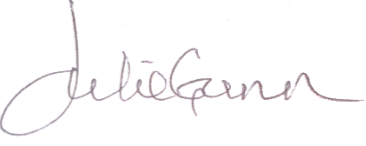
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<p>9 The range and impact of participation and advocacy opportunities for children and care leavers</p>	<p>9.1 IRO service to implement preparation standards which focus on the participation of the child and families, ensuring appropriate utilisation of the advocacy service through our refreshed opt out approach for Child Protection and Children in our Care.</p>	<p>Service Lead, Review & Quality April 2022</p>	<p>Consistent consideration and use of the commissioned Advocacy Service- evidenced through our quarterly commissioning reviews.</p>	<p>Children in care and care leavers are helped to understand their rights, entitlements and responsibilities. They know how to give feedback or complain and understand what has happened as a result of their complaint. Their complaints are treated seriously and are responded to clearly. Urgent action is taken and services improve when necessary. Children and young people have access to an advocate and independent visitor when needed. Care leavers are well-informed about access to their records, assistance to find employment, training and financial support.</p>
	<p>9.2 New model for Child Protection Conferences to be drafted and brought to the Practice Improvement and Impact Group in April 2022 with proposed implementation plan with operational staff and partners.</p>	<p>Service Lead Review & Quality; Head of Safeguarding & Assurance November 2022</p>	<p>Review the pilot and conclude Nov 2022; Child Protection conferences to focus on participation, and the lived experience for the child, through a restorative and systemic approach. Impact would be reduced re-plans and length of Child Protection (12 months or below). Impact evidence through pilot evaluation. PN7 codes to be reviewed monthly.</p>	
	<p>9.3 Increase the membership of the Care Leavers participation 'Voice Group' for wider representation and encourage and capture the diverse views and needs.</p>	<p>Head of Partnerships, Intensive Support, Policy & Performance April-June 2022</p>	<p>Strong established group; voice impacts on service design and delivery.</p>	
	<p>9.4 Promote the use of the Advocacy Service to children in care, care leavers and professionals, to raise awareness of the offer and entitlement.</p>	<p>Head of Partnerships, Intensive Support, Policy & Performance Head of Corporate Parenting & Permanence April 2022</p>	<p>Quarterly meetings with the commissioned service, awareness sessions with staff; include as part of staff induction.</p>	

The impact of leaders on social work practice with children and families

<p>10 The effectiveness and impact of internal auditing and monitoring processes</p>	<p>10.1 Engage with North West Improvement Leads; Children's Improvement Adviser (Linda Clegg) and Children's Improvement Advisor (Jane Humphreys).</p>	<p>Strategic Director of Children's Services February 2022</p>		<p>The local authority, through performance management and monitoring, has an accurate and systematically updated understanding of its effectiveness and uses this to drive improvement. Management oversight of practice, including practice scrutiny by senior managers, is established, systematic and used clearly to improve the quality of decisions and the provision of help to children and young people.</p>
	<p>10.2.1 Initial Brilliant at the Basics session with Local Government Association Children's Improvement Adviser and Senior Leadership Team. 10.2.2 Brilliant at the Basics workshops will be delivered to the management team across the service.</p>	<p>Strategic Director of Children's Services 8/03/2022 (complete) Deputy Director April 2022</p>	<p>Workshops will support managers to reset the focus on quality and impact of their work. Appraisals and supervision will be the forum to support staff with their development to embed high standards of practice.</p>	
	<p>10.3 New Head of Safeguarding & Assurance role and development of the Best Practice Hub.</p>	<p>Structure Agreed by DCS and recruitment process by May 2022</p>	<p>Appointment to role; Strengthened senior leadership and focus to drive forward practice improvement.</p>	
	<p>10.4 Review the Quality Assurance Framework to strengthen reflection and action planning and embed to continually improve outcomes across all aspects of the service.</p>	<p>Deputy Director; Head of Safeguarding & Assurance April – July 2022</p>	<p>Quality Assurance Framework methodology to analyse and evaluate successes.</p>	
	<p>10.5 Establish an independently chaired Improvement Board as part of the review of monitoring and performance management.</p>	<p>Strategic Director of Children's Service; DCS/DASS</p>	<p>Achieving Excellence Board established.</p>	

OFSTED recommendations of what needs to improve	Actions that will be taken	By whom and when	Measure of success that will be used	A local authority is likely to be judged good if the following applies:
		North Tyneside Jacqui Old April 2022		
	10.6.1 Reshape and refine governance roots and oversight of quality assurance, performance and practice to ensure the impact of quality assurance is shared, and scrutinised on a multi-agency and political level. 10.6.2 Operational Group terms of reference revised and a clear information flow and feedback established.	Strategic Director of Children's Services April 2022	Scrutiny and oversight of performance and QA Activity. Results are triangulated with feedback from children and families that provide a much richer picture of what life has been like for the child and the quality of practice is good.	
	10.7 Further embed the Quality Assurance Framework to ensure that the improvement plan is delivered and built upon. Blocks to improvement are noted, escalated appropriately and resolved.	Strategic Director of Children's Services / Improvement Board April 2022	Detailed understanding of the whole service to ensure continuous oversight of frontline practice and children's experiences have improved and demonstrate impact and better outcomes.	
	10.8 Restructure and design the Safeguarding Unit and Best Practice Hub, created and developed in co-production with children, young people, families and partners.	Head of Safeguarding & Assurance November 2022	Strengthened model of Quality Assurance and Performance Management to improve practice and performance across children's services and the development of the workforce.	
	10.9 Reshape Quality Assurance around the views, feelings and choices of children and families and multi-agency insight and involvement.	Principal Social Worker July 2022	Children and families are at the heart of our delivery model using compliments and complaints; strengthened partnership evaluation as distinctive learning to drive forward practice.	
	10.10 Prioritise the development of a specialised performance management analyst for reporting and analysis of performance.	Quality Assurance Lead Head of Safeguarding & Assurance Strategic Director Resources	Improve and modernise performance management information systems to identify patterns and trends to scrutinise data to understand performance measure the impact of QA and monitoring activity for individual children and service development	

Endorsement of Plan

		
Jayne Ivory Strategic Director Children's Services and Education Blackburn with Darwen Borough Council	Denise Park Chief Executive Blackburn with Darwen Borough Council	Cllr Julie Gunn Executive Member for Children, Young People & Education Blackburn with Darwen Borough Council
Date 24/6/2022	Date 24/6/2022	Date 24/6/2022