

Blackburn with Darwen SIF Inspection Action Plan

Inspection date: 25th September – 19th October 2017

Action	Lead Officer	Timescales	Progress/Comments	RAG Rating
<p>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.</p> <p>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.</p>				
<p>Summary: A number of the agreed actions have been completed within timescales. However, audits completed in January 2018 indicate that this is not yet fully embedded within the service, with assessments not always being completed in accordance with the guidance. The audit will be repeated in October 2018 to assess progress in this area and this will include longer term child protection cases including those where neglect is an issue.</p> <p>Performance data shows that cases are moving more quickly through system which could be linked to stronger assessment and planning however this needs to be tested through further performance information and audits.</p>				
a. Review and relaunch What Does Good Look Like (WDGLL) Guidance	Head of Social Work Service	January 2018	Guidance has been reviewed and re-issued to staff.	Complete
b. Review the trigger points at which to update assessments	Principal Social Worker	February 2018	Procedures have been reviewed and updated on Tri.X.	Complete
c. Improve induction for new staff	Principal Social Worker; Lead HR Consultant, Workforce Development	March 2018	<p>An updated version of the online Virtual Learning Environment (VLE) was launched in July. Checklists and training requirements have been streamlined with all offline content moved online. It has been agreed that all social workers and team managers will receive 1 week clear of case allocation to follow the revised induction programme.</p> <p>New recruits to the department are testing the changes, including the new Director of Children Services.</p> <p>Use of the environment will be monitored by the Strategy, Policy & Performance team during the initial implementation phase and reported to Senior Management.</p>	In progress
d. Best Practice team to deliver mandatory training	Principal Social Worker	March 2018	Training delivered (and this is part of the Best Practice team ongoing support).	Complete

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e. Mandatory workshop for managers and Independent Reviewing Officers (IROs)	Principal Social Worker	April 2018	Training delivered.	Complete
f. Review active assessments to ensure that any areas for development can be addressed on the assessment before it is finalised	Principal Social Worker	August 2018	This is seeking to ensure learning is delivered as part of the process, rather than a retrospective audit of the quality of the work.	In progress
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: effective and appropriate plans evidence that the right offer of support is being provided at the right time; permanence options are considered at the earliest opportunity; any drift and delay is addressed swiftly.				
Summary: Since the inspection there have been several processes established to enable senior management oversight of key areas/plans. There is now greater system process and oversight at a senior level although the impact of this is yet to be seen in practice as evidenced through audit findings. A thematic audit on assessment and planning was completed in January 2018 which indicated some progress but this is still inconsistent, and we are not yet where we need to be.				
A repeat of the assessment and planning audit is scheduled for October, and will highlight whether these processes are having an impact.				
a. Revise format of plan	Head of Social Work Service	Dec 2017	Development of the plan format was delayed pending findings of a planned audit for January. Following the audit, the plan format has been simplified and changes were recently implemented. It should be noted this is an interim solution, a fundamental review of plans needs to be undertaken in the Autumn to consider new functionality that is now available on the recording system, which will require significant resource from SPP/Systems, QA, Social Care Managers and Social Workers, and additional financial investment. Impact of this work will be assessed as part of a repeat assessment and planning audit scheduled for October.	Complete
b. Deliver mandatory training to managers and IROs around plans	Principal Social Worker	May 2018	Completed	Complete
c. Train social workers on new plan format	Principal Social Worker	May 2018	Completed	Complete

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d. Ensure senior management/IRO oversight of all plans to strengthen challenge around potential drift and delay	Service Leads; Independent Reviewing Officers	December 2017 – April 2018	Since the inspection there have been a number of new processes to provide formal management oversight, such as: <ul style="list-style-type: none"> • Children in Need (CIN) tracking - weekly • Permanence Panel – fortnightly (by theme) • Adoption Tracking Panel – 6 weekly • PLO tracking – with Service Leads chairing care planning meetings • Commissioned external review on the use of child protection planning 	Complete
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.				
Summary: Progress has been made on individual component issues but these are part of a much larger issue that faces the Council around provision for this group of young people as they become adults. They are amongst the most intensively supported children and will remain so as adults, and fundamentally a review of local provision is needed for this group of citizens.				
The establishment of the Transition Panel is ensuring greater visibility of cases; so far the group has reviewed 36 young people aged 17 and 18 years, with a further 58 aged 13-16 years who will be coming through the group for review once resources have been configured appropriately.				
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 – October 2018	The group has established a monthly Transition Panel, which reviews all cases of young people who are due to transition. The group has agreed that transitions needs to start from the age of 14, with a graduated approach that sees involvement of Adult Social Care (and the level of co-working) increasing gradually as the young person approaches their 18 th birthday. Work is underway to review structures and services that will enable this.	In progress
b. Develop Memorandum of Understanding between DCS, Director of Adult Social Services (DASS) and Clinical Commissioning Group (CCG)	Director of Children’s Services	August 2018	The 0-25 Joint Commissioning Group has reviewed Terms of Reference and ensured a greater strategic focus, with clear governance in place which will align to broader integration. As a result, a separate Memorandum of Understanding is not felt to be required at this time.	Complete

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c. Interim review of young people aged 13 years and over who are likely to transition to identify transition plan(s) for those children, pending outcome of wider reviews around processes	Service Lead, CIOC, CwD and Leaving Care; Service Lead, Service Lead, Specialist Services (Adults Social Care)	March 2018	A list of children aged 13 years upwards who are likely to transition has been shared with relevant colleagues; a Transition Panel has been established to review all cases of children and young people who are due to transition, based on these lists. Currently, only the 17 year olds are being looked at although the intention is to move through the list in age order.	In progress
d. Develop clear procedure, outlining expectations and offer to young people and families	Service Lead, CIOC, CwD and Leaving Care Head of Strategic Commissioning (Adults, Communities and Prevention)	July 2018 March 2019	We have worked with young people to produce a Transitions Guide which is now complete. The Council's offer for care leavers is also published on the Council website. In terms of defining the local offer, this will be addressed through the development of community provision; a working group has been established and the first meeting scheduled for September. This will explore how personal budgets could be used, and how we can link in with the adult learning provision in-borough.	In progress
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 basis by senior management; audits by senior management, IROs and the DCS do not find issues of drift and delay.				
<p>Summary: There are fewer cases open to Public Law Outline (PLO) for longer periods of time, and we are operating to tighter timescales. There has been significant improvement around case recording with the introduction of tracking systems. Service Leads oversee care planning meetings, which is an example of the stronger management oversight through system.</p> <p>An external review of child protection planning was recently commissioned, and the report is currently being considered by the Senior Leadership Team (SLT) and a separate action plan will be produced.</p>				
a. Re-launch the Neglect Strategy	Head of Social Work Service; Principal Social Worker	January 2018	The Strategy has been launched and shared with the Local Safeguarding Children Board (LSCB), who have developed a multi-agency action plan.	Complete

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b. LSCB to have closer line of sight to practice around neglect	LSCB Chair	January 2018	<p>The case of concern (involving neglect) that was referred in during the SIF inspection has been referred in to the LSCB for a Multi-Agency Concise Review, to provide an opportunity for learning across the partnership.</p> <p>It has also been agreed that the LSCB will include neglect on the multi-agency audit plan in the next year.</p>	In progress
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; CIN tracking systems were implemented in November.	Complete
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	<p>All staff are aware of the need for an early offer of FGC. The Head of Service looks for evidence of the FGC offer in case decision forms requiring approval.</p> <p>The creation of the team and the raised awareness saw a significant increase in FGC activity in January and February, with around 60 referrals per month. This has since settled to an average of over 40 per month.</p> <p>In August, the Head of Service for Early Help & Support and two Service Leads from Safeguarding reviewed CP cases over 12 months old and identified that the majority have had an offer of FGC.</p>	Complete
e. Create capacity within the fostering service to undertake more timely assessments of connected others.	Head of Social Work Service	March 2018	<p>After initial delay in approving new posts, in February 2018 it was agreed to recruit 2 new social workers and these posts were recruited to in early April, commencing in post in July.</p> <p>An additional Fostering Service Manager post has also been created to increase managerial oversight of this area. All connected persons work has now transferred to the Permanence sub-team in Fostering; this includes Regulation 24 assessments, viability assessments and combined</p>	Complete

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			<p>SGO/Family and Friends Fostering assessments. A great deal of work has been undertaken to ensure that the required systems and processes are in place and to ensure that work is quality assured and promotes timely permanence planning for children.</p> <p>This work is being overseen by the Permanence Panel which has been established to ensure senior management oversight of care planning and to drive the permanency agenda.</p> <p>This will also be monitored through audit, with quarterly Quality of Practice meetings established to discuss learning.</p>	
f. Ensure that where children are experiencing neglect that all assessments are underpinned by the graded care profile tool	Principal Social Worker	November 2017	<p>The recording system has been modified so that the graded care profile tool is attached to the assessment. This will be monitored through audit to ensure processes are being followed.</p> <p>Training on use of the graded care profile has been delivered by the Principal Social Worker, and was mandatory training for all social workers. There has been some training delivered to partners by social care, but this is to be taken forward by the LSCB as part of their multi agency training programme; this is to ensure that the safeguarding partnerships are able to identify and respond to neglect concerns appropriately.</p>	In progress
g. Ensure greater evidence of direct work, informing future planning	Head of Social Work Service	November 2017	<p>Business Support have reviewed documents that sit outside the Protocol system, including direct work tools. Guidance has been issued to all workers setting out how direct work should be recorded – which should make evidence of direct work more apparent, and can then inform planning more effectively.</p> <p>The Strategy, Policy & Performance (SPP) team is reviewing the extent to which the new recording is being used and will update senior management accordingly. Future audits will</p>	In progress

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			consider how this direct work has influenced the daily lived experience of the child.	
h. Review reporting of this area to ensure greater visibility	Head of Service, Policy Planning & Performance; Head of Social Work Service	October 2017 - February 2018	Reporting of children subject to Public Law Outline work is now captured in weekly reports provided to managers, Service Leads and Heads of Service.	Complete
i. Ensure effectiveness of intervention through increased senior management oversight	Service Lead, Review & Quality	January 2018	All Child Protection Plan (CP) cases will be reviewed by a Service Lead one month prior to the 3 rd review conference, challenging any issues and generating appropriate actions.	In progress
j. Increase DCS line of sight to front line practice in this area	Director of Children's Services	January 2018	The fortnightly Tier 3 audits held by the DCS were re-focused on pre-proceeding cases. This provided the DCS with line of sight to front line practice in this area and able to provide effective support and challenge to workers on their PLO cases.	Complete
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.				
Summary: There have been capacity issues in ensuring that the resources/support set out in the life story procedure has been available; however training has been delivered to social workers to remind them of the expectation. Social work capacity (high caseloads) has limited the opportunity to deliver regular direct work sessions to children. The new Head of Service for Permanence will lead on this area when they commence in post in early October. In the interim, the main focus is on ensuring that all contact with the child is purposeful, and informed by the child's daily lived experience. Following a recent audit on statutory visits and engagement a new statutory visit template has been rolled out, to ensure that a more purposeful visit takes place which is informed by the child's daily lived experience. This will be reviewed through a thematic audit.				
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 as a separate action.	Complete
b. Review policy	Principal Social Worker	January 2018	Meeting held in January to review policy; policy fit for purpose a minor amendment suggested to the membership of the virtual team. Policy revised and changes submitted, although they will not be live until the next Tri.X update in September 2018.	Complete

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c. Deliver life story workshops	Head of Social Work Service	June 2018	These have been delivered by the Play Therapist and were well attended.	Complete
d. Reinstate the life story virtual team	Head of Service, Permanence	December 2018	Due to capacity issues there has been a delay in reinstating the team and the associated processes. This will be a priority for the new Head of Service, Permanence who is joining BWD in October.	Not started
e. Relaunch revised arrangements to all staff	Head of Service, Permanence	January 2019	Dependent on d) above	Not started
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.				
Summary: There has been lots of activity within the department in progressing actions. From September 2018, there are increased statutory duties for the Virtual School Headteachers in relation to Previously Looked After Children and as a result there is a need to revisit remit and focus of the team, and the actions needed from schools.				
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. An annual document being updated termly is working better, progression is clearer, as is the impact of pupil premium.	Complete
b. Review Children in our care (CIOC) Pupil Premium Plus policy	Virtual Head	March 2018	The new policy was presented to the Virtual School Governing Board in June. There has been good engagement with CIOC Professionals (including Designated Teachers) regarding our proposed approach.	Complete
c. Virtual School to offer mandatory training for practitioners in relation to PEPs and Pupil Premium plus (PP+).	Virtual School	November 2017	Additional termly training on target setting has been added to the training plan and will be a recurring event. General training will continue to be included in the Virtual School training plan for the 2018/19 academic year.	Complete
d. Deliver mandatory training for social workers	Virtual Head	April 2018	These were delivered in April; further mop-up sessions will be held for those who were unable to attend.	Complete
e. Hold regular PEP drop-in sessions for social workers	eLAC Manager	September 2018	In April, it was agreed that the eLAC Manager will hold regular drop-in sessions for social workers. These will begin in the new academic year, alongside the PEP updates.	Not started

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			In the meantime, social workers have been provided with contact details for the team with an invitation to contact at any time for support, advice and guidance and the team have had some positive uptake on this.	
f. Build capacity within the Virtual School for monitoring use and impact of PP+ and ensuring compliance and quality within PEPs.	Virtual Head	March 2018	<p>The Virtual School Headteacher intends to recruit a PEP Co-ordinator to scrutinise target setting, amongst other things (the successful candidate will be a qualified teacher as is standard in other local authorities). This can be funded using Pupil Premium, however there have been delays in getting approval to recruit to this post.</p> <p>In the meantime, the service are in discussions with a recently retired Virtual Headteacher with a view to commissioning this service.</p>	In progress
g. Review recording of PEPs	Virtual Head; Service Lead, Quality Assurance (QA), Inspections & Systems	September 2018	PEPs are not currently recorded on the Protocol recording system; a demo of a Professional Portal took place in April and there is an agreement in principle that this is the way forward. Funding needs to be resolved and system configuration needs to be fully tested. During Autumn term the Virtual School will begin testing and pilot activity.	In progress
7. Improve work experience and apprenticeship opportunities for care leavers.				
Key success indicators: increased number of care leavers in education, employment and training (EET).				
Summary: There has been lots of focused activity around the Council offer this year, a more detailed review of the impact of this work and comparison to previous years will be completed by the Strategy, Policy & Performance (SPP) team.				
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>	Complete
b. Explore apprenticeship opportunities for care leavers within the Council	HR & Workforce Strategy Manager; Leaving Care Manager	January – July 2018	A task and finish group was established to identify the key actions required. It was agreed that the Council must lead by example by providing apprenticeship opportunities, before we can approach partners. As part of the recruitment for the September 2018 apprentice intake, care leavers were	In progress

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			<p>guaranteed an interview to any posts they applied for. All care leavers were written to personally, inviting them to the Council open evening in April and Personal Advisors supported a number of care leavers in accompanying them to the event.</p> <p>3 care leavers have been offered apprenticeships, with an additional young person carrying out work experience in another team.</p> <p>Work experience for care leavers outside of the apprenticeships programme is also being considered by HR colleagues, and opportunities through volunteering will be considered through Lancashire Volunteer Partnership.</p>	
c. Specify the resource and support requirements necessary to ensure that care leavers are successful in completing their apprenticeships	HR & Workforce Strategy Manager	April 2018	<p>A document has been developed which sets out the Council's commitment entitled 'Supporting our care leavers – Apprenticeships and work experience'.</p> <p>The Leaving Care Team will develop training for managers within the Council so that managers know what to expect, how to provide the appropriate support and manage their young person to give a better chance of success.</p> <p>We will also have to consider our own internal HR policies to ensure the needs of care leavers can be met.</p>	In progress
d. Develop Work Ready course for care leavers	Leaving Care Manager	May 2018	<p>A Work Ready course has been developed for care leavers, as a pilot with Training 2000. The first six weeks will be spent working at Training 2000, where they will learn employability skills such as CV development and interview skills. A 3 week work experience placement will then follow, moving the young people around so they can experience different positions. 13 young people started their course in May.</p>	In progress
e. Develop traineeship programme	Leaving Care Manager	May – September 2018	<p>A traineeship programme has been developed in partnership between BwD Leaving Care, Blackburn Rovers Community</p>	Complete

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			<p>Trust and the English Football League Trust (EFLT). This will see the delivery of a traineeship programme for 16-25 year olds. It will start in September in and will focus on personal social development and will require young people to undertaken tasters in different areas.</p> <p>The qualifications will be accredited by West Lancashire College, whilst on the course the young people will be covering:</p> <ul style="list-style-type: none"> • Employability • Personal and Social Development • First Aid Qualification. • Level 1 Football or Netball Coaching Badge / or sport related depending on what the young people would like to cover. 	
f. Increase offer of supported internships for pupils with Education, Health and Care Plans (EHCPs)	HR & Workforce Strategy Manager; Post-16 Manager	August 2018 – September 2019	<p>The Post-16 Manager is exploring options for taking this forward in a small pilot, working with 2 or 3 test employers in collaboration with the LA. St Mary's College will be the lead provider of learners initially (Blackburn College, Crosshill and Newfield are also part of the working group). The group is considering providers for a 'supported employment' service (necessary for the success of the programme). We will also consider creation of supported internships for young people with SEND (but not necessarily EHCP) once we have a successful model.</p> <p>Agreed a September 2019 start for the first cohort.</p>	In progress
g. Influence external partner organisations to consider creation of employment opportunities for care leavers.	Chief Executive; Director of Children's Services; HR & Workforce Strategy Manager	March 2019	As internal processes and support are proved to be successful, we will then look to expand on this with partners.	Not started
8. Ensure that supervision for all staff is both regular and reflective, and promotes high-quality social work practice.				

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Key success indicators: good quality supervision records; staff report feeling supported by their managers; no drift identified.				
<p>Summary: An audit of supervisions took place in July and this confirmed that personal supervisions are still not taking place as per policy. The Head of Service for Social Work is meeting with social workers to gather their views to feed into the audit. Refresh workshops need to be held to ensure that all staff are clear on the expectation set out within the policy and guidance - further training and support will be rolled out in September. The audit confirmed issues with consistency between managers and their recording, this will be addressed through workshops and through their own supervision. The policy around reflective supervisions needs to be reviewed in light of capacity; we know that reflective discussion takes place but it is not recorded (and this was evident in discussions with inspectors).</p>				
a. Improve recording of personal supervisions	Head of Social Work Service; Principal Social Worker	March 2018	<p>The main issue lies in capacity: personal supervisions are either not being completed and/or recorded by managers. This issue has not been helped by the lack of a single recording system by which managers can effectively monitor their compliance with the supervision policy (see next action).</p> <p>Recent audits (July 2018) indicate that this remains an issue.</p>	In progress
b. Consider how supervision is monitored and reported at a senior level	Head of Service, Strategy, Policy & Performance	<p>March 2018</p> <p>September 2018</p>	<p>The Corporate HR recording system does not provide a facility to record supervisions and monitor supervisions due/overdue. This may be a feature of future developments but in the absence of a confirmed solution, the department has created their own central recording system on Sharepoint, which was launched in April.</p> <p>This will enable managers to see at a glance any overdue/due supervisions but will also provide data for senior management which will be included as part of performance reports. This is being monitored by the SPP team to assess effectiveness.</p>	In progress
c. Ensure that all workers are aware of the requirements for supervision and have signed a supervision contract	Head of Service, Strategy, Policy & Performance	<p>July 2018</p> <p>September 2018</p>	<p>The induction processes have been reviewed to ensure that the supervision policy and supervision contract are covered as part of the online induction via the Virtual Learning Environment (VLE).</p> <p>The Strategy, Policy and Performance team are reviewing supervision contracts to ensure that all workers have signed and understood the requirements/expectation.</p>	In progress

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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.				
Summary: Performance and QA have been reviewed since the inspection, with performance reports enhanced so as to be meaningful at a child level and the approach to QA has changed to a thematic model.				
a. Review performance framework – reports provided, indicators routinely included/analysed	Head of Service, Strategy, Policy & Performance	January 2018	Refinement of weekly, monthly and quarterly reporting has been completed. There has been significant progress in combining most individual reports into a single master list of children and young people with a range of key indicators, which is also now being used as the core of the data to be used in the permanence tracker (see c below)..	Complete
b. Enable users to run their own interactive reports	Head of Service, Strategy, Policy & Performance	December 2018	<p>There has been a review of the available software options and the consensus is that the current product is appropriate although an update to the current version is needed, and there are discussions with IT to ensure this happens. We have met with the provider and explained the specific needs for our reporting, and they have committed to providing support so that this can be achieved.</p> <p>In the interim, we have revised the reports that are being distributed and have created a child level report that can be interrogated by team managers and service leads to follow up performance issues identified in other reports.</p>	In progress
c. Development of a tracker for children and young people from the cusp of care to permanence	Head of Service, Strategy, Policy & Performance	April 2018	Tracker for cases in pre-proceedings have been created and are being used and refined (see 4c) A full permanence tracker, similar to that used by Rochdale MBC in their recent inspection, is under development.	In progress
d. Identify additional resource to increase reporting capacity	Head of Service, Strategy, Policy & Performance	September 2018	The team have been successful in securing corporate approval to a Data Analyst Apprenticeship. The apprentice will commence in post in September. In the meantime, resource in the team has been reconfigured to provide more capacity around reporting.	Complete

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e. Review QA framework	Service Lead, QA, Inspections & Systems	January 2018	The QA Audit programme has been refocused, less on compliance and more on the child's lived experience. The department now operates a quarterly thematic model of auditing and all toolkits have been revised. Feedback from social workers and managers so far has been positive as it is felt to create better learning opportunities.	Complete
f. Involve children and young people in audit activity	Service Lead, QA, Inspections & Systems; AST Team Manager	September 2018	<p>We have undertaken some early, brief consultation with young people who particularly liked the idea of using technology to capture their views. We are looking at ways of doing this through text platforms and young people portals.</p> <p>A small focus group of young people is being pulled together to help us develop this further and this will take place in August/September.</p>	In progress