

ILACS Standard Inspection – Action Plan – 2020-21

Governance arrangements will be put in place to ensure there is robust leadership, drive, oversight and monitoring of these key areas for improvement to ensure that we achieve consistently good quality services for children, young people and families swiftly. Subgroups will be established to focus on each area. Children, young people, families, practitioners and team managers will be involved in identifying and delivering the actions within this plan.

Ref	Action	Lead	Complete by	Success Measure/ Impact
Recommendation 1: The quality, consistency and analysis of assessments and the child focus of plans				
1a	Continue to embed and strengthen the quality of our Signs of Safety Practice through the implementation of our Signs of Safety Strategy 2020-23. A review of the impact of Signs of Safety to take place in December 2020 to inform the next stage of implementation in years 3 and 4.	Director of Children's Social Care	December 2020	<ul style="list-style-type: none"> • Audits show that assessments and plans are child focused and result in effective support to and improved outcomes for children and young people. Assessments contain clear analysis, and plans are specific and time bound. • Practitioners are confident in applying Signs of Safety practice. • Families tell us that assessments and plans are created together with them and are effectively helping them.
1b	Hold a Practice Week to celebrate good social work practice. This will include training and development opportunities, and showcasing good practice, to continue to develop the quality of practice across the service. Senior managers, including the DCS, will also complete a forensic dive into practice.	Principal Social Worker	March 2020	<ul style="list-style-type: none"> • Practitioners and managers at all levels understand the quality of practice and what makes good quality practice. • Practice leads will receive additional support to deliver their role after practice week • Practitioners and managers are inspired to deliver good quality practice and feel valued and recognised by the organisation.

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1c	Deliver workshops for practitioners and managers on analysis within assessments and planning within Practice Week in March, and over 2020.	Lead Practitioners for Signs of Safety and Signs of Safety Practice Leads	December 2020	<ul style="list-style-type: none"> • Workshops are delivered as planned, are well attended and well received by practitioners. • Audits show that assessments and plans are child focused and result in effective support to and improved outcomes for children and young people. Assessments contain clear analysis, and plans are specific and time bound. • Practitioners are confident in applying Signs of Safety practice.
1d	Run management development sessions which support reflection on: <ul style="list-style-type: none"> • what makes a good quality assessment and plan, • the key role team managers have in quality assuring assessments and plans, • supporting practitioners to learn and develop their practice. 	Director of Children's Social Care	March 2020	<ul style="list-style-type: none"> • Management development sessions are delivered as planned, are well attended and well received by team managers. • Audits show that team managers are effectively quality assuring assessments and plans, giving constructive feedback to practitioners to support practice development, resulting in good quality assessments and plans for children and young people.
1e	One to one supervision at all levels within Children's Social Care will include discussion and reflection on the quality of social work practice, particularly the quality of assessments and plans.	All managers	March 2020	<ul style="list-style-type: none"> • Supervision audits demonstrate that all supervisions within Children's Social Care include discussion and reflection on the quality of social work practice, which is driving improvements to the quality of work within teams and services.
Recommendation 2: Management oversight of cases in pre-proceedings, to avoid drift and delay for children				
2a	Tackling neglect, including early identification and prevention, will be a key	Chairs of the Safeguarding Children	February 2020	<ul style="list-style-type: none"> • Neglect is effectively identified and responded to at the earliest point, preventing harm to

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	priority for the Safeguarding Children Partnership and Together in Communities Board.	Partnership and Together in Communities Board		children and young people
2b	All children at risk of not achieving a timely permanence plan will be closely tracked to ensure a permanence plan is achieved within timescales.	Head of Service for Child in Need and Child Protection	March 2020	<ul style="list-style-type: none"> • Permanence plans are achieved for children within their timescales.
2c	Joint evaluation to be carried out with legal services to ensure sufficient legal capacity and the right level of support to Children's Social Care	Director of Legal Services Director of Children's Social Care	April 2020	<ul style="list-style-type: none"> • Evaluation is carried out to inform service development.
2d	Review performance reporting on cases in pre-proceedings to ensure any delays can be identified at the earliest point	Head of Service Child in Need and Child Protection	February 2020	<ul style="list-style-type: none"> • Performance reports enable effective senior management oversight and allow delays to be identified and dealt with early
2e	Review of PLO processes and procedures to ensure they are supporting effective and timely care proceedings.	Head of Service Child in Need and Child Protection Legal Team Manager Children and Families	April 2020	<ul style="list-style-type: none"> • Children subject to the PLO process achieve permanency in a timescale that meets their needs.
Recommendation 3: The response to children in private fostering arrangements, children who are homeless aged 16 and 17 years old and care leavers who need emergency accommodation				
3a	Review all children and young people within this cohort to ensure the right support is in place	Heads of Service	December 2019	<ul style="list-style-type: none"> • A review has been undertaken of all children in this cohort and we are confident that the right plans are in place for these children.

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3b	Revise the quality assurance process for 16-17 year olds presenting as homeless	Service Manager Front Door Cared for service	February 2020	<ul style="list-style-type: none"> • There is effective oversight of support to 16-17 year olds presenting as homeless •
3c	Develop written material to give to young people to explicitly outline their rights and entitlements	Sam Ankers Team Manager Care Leavers	March 2020	<ul style="list-style-type: none"> • Evidence within social care recording of young people understanding their options explicitly
3d	Recommission the accommodation offer for care leavers, in partnership with our cared for children and care leavers	Head of Service Children's Commissioning	July 2020	<ul style="list-style-type: none"> • All care leavers are provided with appropriate accommodation where they feel safe and secure when life changes for them in planned and unplanned ways
3e	Ensure children living in private fostering arrangements and 16/17 year olds presenting as homeless know that they can access an advocate.	Head of Service Safeguarding	March 2020	<ul style="list-style-type: none"> • All children in this vulnerable cohort will be aware of their right to have an advocate • Increase in advocacy referrals for this group of young people – automatic referrals
Recommendation 4: The quality and consistency of support and engagement with foster carers				
4a	Undertake a review of how foster carers are recruited, retained, developed and supported	Head of Service, Fostering and Children with Disabilities	February 2020	<ul style="list-style-type: none"> • Review is co-produced with foster carers • Independent Reviewer appointed • Review complete • Action plan to improve in place, endorsed by the Foster Carer Forum
4b	Update policies and procedures	Fostering Service Manager	Ongoing	<ul style="list-style-type: none"> • Policies and procedures to be up to date and easily accessible by carers
4c	Carry out a range of actions to improve communication and engagement with foster carers	Fostering Service Manager	June 2020	<ul style="list-style-type: none"> • Foster carers state that they feel valued and part of the team around the child • Regular newsletter in place

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				<ul style="list-style-type: none"> • Foster carer forums set up for the year • SharePoint site in place with up to date information for foster carers • Evidence of co-production with foster carers in service improvements
4d	Improve recruitment and retention of foster carers	Head of Service, Fostering and Children with Disabilities	December 2020	<ul style="list-style-type: none"> • Review of fostering allowances complete • Recruitment strategy in place • Regular performance monitoring and scrutiny in place
Recommendation 5: Consistent management oversight and supervision in the organisation to ensure that consistent, good quality social work practice is in place				
5a	Develop a new governance structure to drive progress against the recommendations to ensure we achieve consistently good outcomes for children swiftly.	Director of Children's Social Care	February 2020	<ul style="list-style-type: none"> • Effective governance arrangements are in place to ensure swift progress is made to achieve consistently good outcomes for children. • Children, young people, families, practitioners and managers at all levels are involved in developing our services.
5b	Revise and increase the moderation of audits by senior managers, ensuring audits are carried out alongside team managers to support a consistent understanding of good quality practice across services. Revise the way audits are reported to enable issues to be identified and responded to quickly.	Head of Service for Safeguarding Children	February 2020	<ul style="list-style-type: none"> • Audits are moderated regularly by senior managers with team managers, supporting a consistent understanding of the quality of practice within teams, and what developments are needed to increase the quality of practice. • Audit findings and compliance is regularly reported enabling issues to be identified and responded to quickly. • Practitioners at all levels understand the quality of practice and what makes good quality practice.

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				<ul style="list-style-type: none"> • Moderation confirms that audits accurately assess quality of practice.
5c	Run regular development sessions for team managers on ensuring consistent and high quality practice within their teams.	Director of Children's Social Care	March 2020	<ul style="list-style-type: none"> • Management development sessions are delivered as planned, are well attended and well received by team managers. • Audits show that team managers are effectively quality assuring work, giving constructive feedback, and supporting practitioners to develop.
5d	Revise and relaunch the supervision policy and supervision audit process.	Head of Service for Child in Need and Child Protection	February 2020	<ul style="list-style-type: none"> • Supervision policy is launched, and the expectations on supervision are understood by all staff • Supervision audits are completed which drive improvements to the quality of supervision, resulting in better understanding of and support to the quality of practice
5e	Implement regular audits by senior leaders on vulnerable cohorts, mirroring the approach inspectors used during the inspection to identify any areas for development	Director of Children's Social Care	March 2020	<ul style="list-style-type: none"> • Regular audits of vulnerable cohorts are undertaken which identify any areas where further development is needed