



Rutland County Council's – 'Next Steps' Action Plan in response to the Ofsted Inspection in February 2017

We, Rutland County Council, are working in partnership with all our agencies to further improve the services we provide to children, young people and families, to give them the best start in life and to ensure our children, young people and families access the right support at the right time to achieve the right outcome.

This Next Steps Action Plan has been developed in response to our recent Ofsted Inspection which judged us as 'Requiring Improvement' to be good, and made a number of recommendations which were required to enable us to get to 'good'. The Single Inspection Framework (SIF) considered:

1. Children in need of help and protection
2. Children looked after and achieving permanence
 - 2.1 Adoption Performance
 - 2.2 Experience and progress of care leavers
3. Leadership, management and governance
And
4. LSCB

Rutland County Council was judged as Good for our Care Leaver services and our LSCB.

This Next Steps Action Plan has been structured to respond to the recommendations made in the inspection report which can be found [HERE](#). This does not cover the work of the LSCB which is independent, and they will submit a separate action plan to Ofsted.

Monitoring, Accountability and Scrutiny arrangements:

This Next Steps Action Plan will contain SMART objectives, with detailed actions to be carried out.

The monitoring arrangements for the plan are as follows:

1. Monthly monitoring of the plan chaired by the Director of Children's Services with Directorate Managers.
2. Local Safeguarding Board on a bi-monthly basis.
3. Rutland Performance Board on a quarterly basis
4. Scrutiny Committee and Corporate Parenting Boards on a quarterly basis
5. Front Line Management team meetings on a monthly basis.

There are two key mechanisms for monitoring progress:

1. The Next Steps Plan will be updated on a monthly basis and will provide evidence of progress against identified actions and compliance with timescales. This will form the basis of the regular monitoring.
2. A quarterly data set and report will be prepared by the Head of Service for Children's Social Care, which will summarise progress and evidence how the identified actions are improving services, and the difference they are making to children and their families in Rutland. This will be submitted to groups identified above and form the basis of the quarterly programme of review.
3. Any concerns arising from the monitoring programmes will be conveyed directly to the Director for People.

Finally, the Directorate will seek external challenge of the progress against the plan in Quarter 4 through external Audit specifically in Safeguarding and to review our Fostering and Adoption Service.

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FINAL

RECOMMENDATION:

1. Ensure that senior leaders have access to comprehensive, high-quality performance management information in order to understand frontline practice and fully hold senior managers to account

OUTCOMES:

- All stakeholders understand the importance of the data they gather, record and use in the course of their work. The systems used to support this work are effective, joined up and easy to use.
- Appropriate support, training and development is in place to ensure systems and processes remain relevant and are properly used and implemented.
- Appropriate performance information is produced at all levels that is accurate, targeted and timely. This contributes positively to the monitoring of services' performance and informs intervention/plans.
- High quality data and information is available enabling service development, partnership working, systems and process review.
- Commissioning and service design decisions are supported by high quality, up to date, relevant and consistent strategic information.
- Children's Scrutiny Panel, Performance Board and the LSCB are provided with the information and training they require enabling them to offer sufficient challenge and scrutiny to oversee services to children, young people and families.

MEASURED BY:

- Information management systems are in place, are up to date (within two versions of the latest release) and there is good system compliance from relevant officers.
- A revised Children's Services Scorecard is in place which pulls together all relevant information with senior managers held accountable for outcomes
- BI Tools utilising effective data visualisation are used by management, and elected members, to review and challenge service performance.
- Statutory returns – target: ensure 100% of statutory data returns are completed on time with effective quality assurance of data.
- External reviews – target: improved Ofsted rating as outcome of sustained improvements

OBJECTIVES: Deliver against the QA and Performance Framework

- ✓ Understand what data is needed at all levels of the LA, and wider agencies to effectively monitor and support the work of Children's Social Care, and drive commissioning, and service improvement and development.

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
1.1 Develop a new Scorecard for CSC	<ul style="list-style-type: none"> New and improved scorecard is now in place pulling together all relevant measures for CSC and EH 	Completed January 2017	<ul style="list-style-type: none"> Jon Adamson – <i>Business Intelligence Manager</i> 	<ul style="list-style-type: none"> Rebecca Wilshire – <i>Head of Children’s Social Care</i>
	<ul style="list-style-type: none"> Now BI Tools being developed to present data in more meaningful/accessible ways (e.g. profile of CLA for Corporate Parenting Board – see 7.5 below) 	April 2017	<ul style="list-style-type: none"> Jon Adamson 	<ul style="list-style-type: none"> Rebecca Wilshire
1.2 Develop performance reports which children services complete monthly around data to provide narrative and analysis	<ul style="list-style-type: none"> Commenced January 2017 and reports are in place and currently being embedded 	May 2017 to be embedded and effective	<ul style="list-style-type: none"> Kate Dexter – <i>Children’s Social Care Service Manager</i> Kevin Quinn Early help and SEND Inclusion Service Manager 	<ul style="list-style-type: none"> Rebecca Wilshire
1.3 Develop knowledge around the inputting and interpretation of data and what this means for Officers	<ul style="list-style-type: none"> Briefing delivered at Children’s Conference to ensure all officers understand how information captured in LiquidLogic is used to inform service planning and delivery 	January 2017 – completed	<ul style="list-style-type: none"> Jon Adamson 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> New scorecard and BI Tools to be presented at children’s conference 	April 2017	<ul style="list-style-type: none"> Jon Adamson 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
1.4 Continue to embed the development of Liquidlogic and ensure this supports and evidences good practice across children’s services	<ul style="list-style-type: none"> Review purpose and function of Performance and Application Support Team Strengthen capacity for administration and configuration of case management system/s 	May 2017	<ul style="list-style-type: none"> Jon Adamson 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
1.5 Embed performance management reports so that information is scrutinised and understood at each level	<ul style="list-style-type: none"> Monthly (People) Directorate Management Team (DMT) meetings which replaces Service Improvement Board (SIB) 	March 2017	<ul style="list-style-type: none"> Rebecca Wilshire Jon Adamson 	<ul style="list-style-type: none"> Tim O’Neill – <i>Director for People</i>
	<ul style="list-style-type: none"> Quarterly People Performance Board with Chief Executive and Cllrs will provide scrutiny and challenge 	June 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O’Neill
	<ul style="list-style-type: none"> Monthly performance reports for CSC /children’s services will be compiled for Director and PFH 	April 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O’Neill
1.6 Improve analysis of information to better inform officers, managers and members	<ul style="list-style-type: none"> Robust analysis of data within new reporting mechanisms to provide information needed to inform decision making 	April 2017	<ul style="list-style-type: none"> Jon Adamson 	<ul style="list-style-type: none"> Rebecca Wilshire

RECOMMENDATION:**2. Ensure that all staff receive regular good-quality supervision, with an appropriate balance of critical challenge, case direction and opportunities for reflection.****OUTCOMES:**

- Officers receive the right level of oversight from their managers to enable them to discuss cases fully and make the right decisions for children, young people and families to improve their outcomes and ensure their safety and welfare.
- Officer's knowledge and development of case work will be improved by rigorous challenge and reflective practice.
- Children, young people and families will receive an improved and timelier service as officers will have clearer and timely case direction.
- Officers will ensure the action is taken at the right time for children as supervision will ensure oversight

MEASURED BY:

- Management information – target: 100% of social workers and practitioners receive, quality casework supervision; any underperformance challenged and addressed
- Management information – target: improved flow of casework through the system and alert analysis; casework completed within expected timescales
- Case audit – target: all cases audited will have evidence of supervision on case files
- Supervision audit – target: 100% of social workers and practitioners have a supervision agreement in place
- Training – target: 100% of managers/supervisors receive relevant training in supervision skills

OBJECTIVES: Deliver against the Supervision Policy

- ✓ Themes and lessons from casework are systematically collated, analysed and learned from.
- ✓ Social work staff/children's services staff is confident in how they are directed and supervised in their work.
- ✓ Management oversight is consistent and rigorous to ensure effective assessment, planning, intervention and review.
- ✓ Case work is progressed in a timely manner ensuring no drift in case work / case decisions

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
2.1 Supervision Policy to be revised to include Group Supervision	<ul style="list-style-type: none"> In progress to cover the development of group supervision 	May 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
2.2 Group Supervision to commence which is reflective and offers critical challenge, direction and support	<ul style="list-style-type: none"> Completed February 2017 however this needs further embedding 	Completed February 2017	<ul style="list-style-type: none"> Children's Social Care - Team Managers 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Development and embedding in progress 	May 2017	<ul style="list-style-type: none"> Children's Social Care - Team Managers 	<ul style="list-style-type: none"> Rebecca Wilshire
2.3 Liquidlogic to be used so data on supervision can be extracted to ensure further oversight	<ul style="list-style-type: none"> Managers will ensure all supervision and case management decisions are recorded on LL within 3 days of supervision taking place 	June 2017	<ul style="list-style-type: none"> Children's Social Care - Team Managers 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> In progress, LL being revised to see how we can ensure supervision is on the system and this data provides an accurate report 	May 2017	<ul style="list-style-type: none"> Jon Adamson Rebecca Wilshire 	<ul style="list-style-type: none"> Rebecca Wilshire
2.4 Managers will be receive training on supervision and group supervision	<ul style="list-style-type: none"> In progress, CSC managers will all get a workshop on delivering group supervision across children services 	June 2017	<ul style="list-style-type: none"> Kate Dexter Tracy Holliday – <i>Quality Assurance Manager</i> 	<ul style="list-style-type: none"> Rebecca Wilshire
2.5 Officers will receive training and develop understanding around group supervision to ensure this is effective	<ul style="list-style-type: none"> Children's conference in February 17 completed 	Feb 17 completed	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Further workshop for CSC April 17 to allow for reflection and further alteration 	August 17	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire

RECOMMENDATION:

3. Ensure that assessments and plans actively consider all risks to children, including emerging and new risks as circumstances for children change. Improve social workers' understanding of neglect and the impact on children.

OUTCOMES:

- Children and young people have their needs and risks assessed to enable them to access the right support at the right time
- Assessments will be a continued process to ensure needs are risks are consistently assessed
- Assessments will inform plans fully to ensure needs are met and risks minimised
- Officers understanding and knowledge of Neglect will be improved to ensure children, young people and family's needs are better met

MEASURED BY:

- Quality data will monitor that 100% of children have an updated assessment
- Audits will measure the quality of Plans and ensure 100% of Plans meet the assessed needs and risks
- Supervision will critically challenge and provide oversight to ensure all assessment and plans are fit for purpose and result in expected change for children

OBJECTIVES: Deliver against our Practice Standards

- ✓ All children, young people and families will have a quality plan which they have been fully involved in
- ✓ All children, young people and families will have an updated, thorough and in-depth assessment
- ✓ All children, young people and families will have a plan which reflect this assessment of needs and risks
- ✓ Plans will be reviewed in a timely manner ensuring children, young people and families are accessing the right support at the right time
- ✓ The right assessment and the right plan will ensure timely support is in place and minimise any potential for any drift.

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
3.1 Use data to identify any children who have not had an assessment in the last 12 month	<ul style="list-style-type: none"> • Performance team will provide a list of all children to allow us to get up-to-date assessment information 	March 2017 competed	<ul style="list-style-type: none"> • Jon Adamson 	<ul style="list-style-type: none"> • Rebecca Wilshire
	<ul style="list-style-type: none"> • Performance Team will develop and provide a monthly data pack to manager which will include any children who have not had an assessment in the last 6 months which are open to CSC / including Disabled children? 	June 2017	<ul style="list-style-type: none"> • Jon Adamson 	<ul style="list-style-type: none"> • Rebecca Wilshire • Bernadette Caffrey

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
	<ul style="list-style-type: none"> Managers will use the data pack to inform and develop practice 	June 2017	<ul style="list-style-type: none"> Kate Dexter Kevin Quinn – <i>Early Help Service Manager</i> Darrell Griffin – <i>Early Help and SEND Inclusion Service Manager</i> 	<ul style="list-style-type: none"> Rebecca Wilshire and Bernadette Caffrey – <i>Head of Early Intervention and SEND Inclusion</i>
3.2 Using data ensure all children have an updated assessment include at least 6 monthly?	<ul style="list-style-type: none"> Updated assessments are underway where children have not had one in last 12 months, CSC will then ensure there are updated 6 monthly with the use of a data pack 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
3.3 Assessment workshops to develop analytical skills in assessments in children's services	<ul style="list-style-type: none"> In progress – workshops are underway to support the development of assessment skills 	June 2017	<ul style="list-style-type: none"> Kate Dexter Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Writing workshops have been set up to develop writing skills 	June 2017	<ul style="list-style-type: none"> Kate Dexter Darrell Griffin 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
	<ul style="list-style-type: none"> Assessment skills training will be set up and delivered every six months to ensure new recruits receive the same training 	June 2017	<ul style="list-style-type: none"> Kate Dexter Darrell Griffin 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
3.4 Neglect tool training and workshops, to be delivered to all officers	<ul style="list-style-type: none"> All officers will have an in depth understanding of Neglect and be using the assessment tool – training delivered at children's conference 	Completed Feb 2017	<ul style="list-style-type: none"> Kate Dexter Darrell Griffin 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
	<ul style="list-style-type: none"> Use for the Neglect tool in practice and embed... starting with all CP cases 	May 2017	<ul style="list-style-type: none"> Children's Social Care - Team Managers 	<ul style="list-style-type: none"> Rebecca Wilshire
3.5 Group supervision will be developed so cases, where neglect exists, are managed effectively	<ul style="list-style-type: none"> Group supervision has commenced and we continue to develop this to ensure it is effective and reflective 	Complete Feb 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> We will have group supervision right and embedded by end of April 2017 	April 17	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
3.6 Further develop local training on Neglect signs, symptoms and impact, for all officers	<ul style="list-style-type: none"> Children conference will continue to deliver monthly areas of further training to continue to develop officers knowledge 	Completed Feb	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
	<ul style="list-style-type: none"> Neglect will be on the next agenda to allow for further reflection of the use of the neglect tool 	April 2017	<ul style="list-style-type: none"> Kate Dexter Darrell Griffin 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
	<ul style="list-style-type: none"> Further bespoke Neglect training to be commissioned to ensure all staff have in depth knowledge of Neglect and are using the assessment tool 	June 2017	<ul style="list-style-type: none"> Kate Dexter Darrell Griffin 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey

RECOMMENDATION:**4. Improve the quality of assessments and plans across the service by ensuring that they are informed by children's wishes and feelings, involve the views of men and fathers, consider diversity and historical factors, which are specific to individual children's needs, and have explicit outcome-based actions.****OUTCOMES:**

- Children and young people have their needs and risks assessed to enable them to access the right support at the right time
- Fathers, Men, absent parents will be fully considered in all assessments and throughout our involvement
- Childs and families voices will be better evidenced throughout our work to ensure we are providing a good service
- Children assessments and records will evidence diversity and historical factors and this will influence current practice and concerns.
- We will have a clean methodology which supports and evidences evidenced based outcomes

MEASURED BY:

- Quality data will monitor that 100% of children have an updated assessment
- Audits will measure the quality of Plans and ensure that 100% of Plans meet child diverse needs, and their wishes an feelings
- Family feedback will be gathered in 100% cases, including from fathers which will evidence progress
- Wider family will be fully considered within all assessment to ensure right support is around the child
- Supervision will critically challenge and provide oversight to ensure 100% of assessment and plans are fit for purpose

OBJECTIVES: Deliver against our Practice Standards

- ✓ All children, young people and families will have a quality plan which they have been fully involved in (including pathway plans)
- ✓ All children, young people and families will have a plan which reflect this assessment of needs and risks (including needs led assessments)
- ✓ Plans will be reviewed in a timely manner ensuring children, young people and families are access the right support at the right time
- ✓ The right assessment and the right plan will ensure timely support is in place and minimise any potential for any drift.
- ✓ Family feedback will evidence better practice and this will further inform future practice
- ✓ Assessments are conducted in a timely fashion; contain the views of children and young people; and contain a detailed analysis based on research, evidence and impact.
- ✓ The progress of all plans is reviewed within target time scales and any issues impacting on progress are addressed.
- ✓ Children, young people and their families have a clear understanding of the concerns and risks identified as plans will be smarter.

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
4.1 Training to be delivered on 'Fathers can safeguard too' to all staff	<ul style="list-style-type: none"> Children's Conference in June to deliver training around father and absent parents 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
	<ul style="list-style-type: none"> LSCB in Cambridgeshire deliver training on this topic and we will discuss accessing this via this route 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Assessment skills training will cover the importance of whole family approach and thinking 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Person centred planning at CS conference 	May 2017	<ul style="list-style-type: none"> Kate Dexter Darrell Griffin Ashley Poulton – Youth & Community Development Officer 	<ul style="list-style-type: none"> Rebecca Wilshire and Bernadette Caffrey
4.2 Genogram training to be provided so wider family including fathers are fully considered	<ul style="list-style-type: none"> Workshop set up to deliver training on creating minimum of a 3rd generation genogram 	May 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Workshop will cover the importance of genogram, identifying patterns and developing information from this to further inform assessment and planning 	May 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
4.3 Chronology training to be delivered to ensure all officers understand the importance of history	<ul style="list-style-type: none"> Vicky Tarplee will provide training around LL chronology On line training completed by all social workers and practitioners following the LL upgrade 	May 2017	<ul style="list-style-type: none"> Vicki Tarplee Team managers 	<ul style="list-style-type: none"> Rebecca Wilshire and Bernadette Caffrey
	<ul style="list-style-type: none"> Workshop will be delivered through children conference to ensure officers understanding of chronology and how this is used to inform assessment, thinking and action 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
4.4 Further develop and embed Signs of Safety 'danger statements' which ensure history is considered	<ul style="list-style-type: none"> Further 2 day training will be implemented in May 17 	May 2017	<ul style="list-style-type: none"> Jo Tyler – Project Officer 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Ongoing workshops within children conference will continue to develop and embed SOS 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Session on Danger Statements at next conference 	April 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
4.5 Writing training/workshops to be delivered to all officers	<ul style="list-style-type: none"> To develop recording skills 	June 2017	<ul style="list-style-type: none"> Kate Dexter Darrell Griffin 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey

Achieved

On Track to Achieve

Not yet on Track

RECOMMENDATION:**5. Ensure that personal education plans are completed for all children looked after, and that they include a thorough assessment of needs and set targets for improvement.****OUTCOMES:**

- 100% of Children and Young People, who are looked after will have a robust PEP in place which is reviewed three times a year
- 100% of children and young people will be engage fully in their PEP, along with carers, parents and professionals
- PEP's will ensure children and young people's education needs are clear through continued assessment with SMART targets for improvement

MEASURED BY:

- Head of Virtual School accountable for Quality Assurance of all PEPs; monthly audits will monitor and review the quality of PEPs; feedback will lead to 100% of PEPs meeting expectation for SMART targets
- PEP's will be discussed and reviewed systematically within the monthly ARC/CLA Panel processes; any barriers to progress within timelines will be addressed to ensure timeliness

OBJECTIVES: Deliver against our Corporate Parenting Pledges

- ✓ All children, young people who are looked after will have a clean, SMART and updated PEP which is derived from an assessment of their need
- ✓ All PEP's will of high quality, will be robust and completed in a timely manner
- ✓ The progress of all plans are reviewed within target time scales and any issues impacting on progress are addressed

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
5.1 New process for PEP to be introduced to ensure better practice. Flowchart to be launched to improve practice	<ul style="list-style-type: none"> Flowchart completed and introduced, circulated 	End of May 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Dedicated team assistant has been tasked with oversight and monitoring 	May 2017	<ul style="list-style-type: none"> Long Term Team Manager 	<ul style="list-style-type: none"> Kate Dexter
	<ul style="list-style-type: none"> New process launch March 2017 so need next two months to test its development and to embed 	May 2017	<ul style="list-style-type: none"> Long Term Team Manager 	<ul style="list-style-type: none"> Kate Dexter
	<ul style="list-style-type: none"> Quality assurance will be with Head of Virtual School to ensure this area develops and is built in to the flowchart 	May 2017	<ul style="list-style-type: none"> Sue Hickey - <i>Head of Virtual School</i> 	<ul style="list-style-type: none"> Gill Curtis
5.2 PEP Timescales will be reduced to ensure circulation is more timely	<ul style="list-style-type: none"> The above action and flowchart will address this action, we have clear timescale in completing and distributing PEP's following meetings 	May 17 to be embedded	<ul style="list-style-type: none"> Long Term Team Manager 	<ul style="list-style-type: none"> Rebecca Wilshire
5.3 Deliver training on PEPs to ensure quality improves	<ul style="list-style-type: none"> Children's conference in July will deliver a slot on PEP, the purpose, importance, smart planning and quality 	July 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
5.4 Oversight of PEP's completed or not, needs to be heard at the ARC/CLA Panel as part of the oversight	<ul style="list-style-type: none"> PEP information will be collated and brought to the ARC/CLA panel. Any late PEP will be discussed within this forum to understand the issue and rationale. 	Complete March 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
	<ul style="list-style-type: none"> ARC/CLA implemented this in March's panel and will continue to have a PEP update 	June 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill

RECOMMENDATION:

6. Review and strengthen management and panel oversight of the fostering service to ensure that there is effective challenge of the quality of practice. In particular, ensure that foster carer assessments and investigations of allegations and concerns are thorough and robust, contain all relevant information and are completed in a timely way.

OUTCOMES:

- The fostering panel will offer critical challenge of the quality of practice to enable practice to be further developed and of high standard
- The fostering panel will scrutinise all assessments of carers and their reviews to ensure they all continue to meet appropriate regulations
- The fostering panel will critically challenge assessment and any investigation in a manner which ensures outcomes are timely
- The fostering panel will be a forum for challenge, critical reflection and a panel which supports models and develops excellent practice.

MEASURED BY:

- 100% of all Fostering Panel Minutes will be signed off by the ADM
- 100% of complaints will be responded to in timescale as per policy
- 100% of allegations will be addressed and followed up through the LADO process
- Monthly audits of CLA will further measure and analyse this area

OBJECTIVES:

- ✓ Rutland Fostering Panel will have robust oversight of the fostering service and ensure panels are Robust
- ✓ Rutland Fostering Panel, will offer effective challenge around the quality of practice and such challenge improve practice within the service
- ✓ Rutland Fostering Panel will escalate issues and concerns around practice which is addressed

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
6.1 ADM/Foster Panel Chair and Manager to meet bi-monthly to review practice	<ul style="list-style-type: none"> Meeting has taken place with the fostering panel chair and we have outlined future meetings to enable challenge and issues to be taken forward as they arise and prevent delay 	Completed March 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Meetings between panel chair, F&A manager and CSC Service manager are in place 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
6.2 Panel Chair and Team Manager will meet prior to panel as a 'challenge session'	<ul style="list-style-type: none"> Completed – it is agreed there will be a pre meet before panel to explore any issues or challenges to add a further level of oversight and reflection 	Completed March 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
6.3 ADM will sign off and comment on all actions and recommendations – flow chart to be created	<ul style="list-style-type: none"> Completed – last two sets of minutes have been completed in this manner and all future minutes will be done the same. 	Complete March 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Flow chart to cover the process is in progress 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
6.4 Service Manager, TM and Portfolio Holder will ensure attendance to panels to ensure further oversight.	<ul style="list-style-type: none"> Dates have been circulated and diarised – as per agreement Rutland will ensure attendance at the panel from here on 	Completed March 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Minutes will be checked by ADM to ensure this has taken place and ensure attendance and oversight 	September 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
6.5 Clear escalation process for the foster panel chair should issues not be addressed	<ul style="list-style-type: none"> ADM/HOS will have regular contact with the chair and any escalation of issues will be via ADM/HOS – this process will be reflected in the flowchart. 	April 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
6.6 To Ensure progress of the plan at the end of the year and measure our success	<ul style="list-style-type: none"> External audit of the service will be undertaken to change made and sustained in Quarter 4 (2017-18) 	January 2018-March 2018	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill

RECOMMENDATION:

- 7. Ensure that the corporate parenting board is effective in driving improvements and monitoring outcomes for children looked after and care leavers. Increase opportunities for children looked after and care leavers to participate in decision-making and service development and for their achievements to be celebrated.**

OUTCOMES:

- The CPB (Corporate Parenting Board) will offer critical challenge of the quality of practice to enable practice to be further developed and of high standard
- The CPB will provide oversight of 100% of our children looked after to ensure they have the best possible service.
- The CPB will engage children and young people and listen to their views and thoughts to further develop practice and new initiatives.
- The CPB will be a forum for challenge, critical reflection and a board which provides support, models and develops excellent practice.

MEASURED BY:

- 100% of all Fostering Panel Minutes will be signed off by the ADM
- 100% of complaints will be responded to in timescale as per policy
- 100% of allegations will be addressed and followed up through the LADO process
- Monthly audits of CLA will further measure and analyse this area

OBJECTIVES: Deliver against the Corporate Parenting Strategy and Pledges

- ✓ Rutland CPB will have robust oversight of all our services to children looked after and our care leavers
- ✓ Rutland CPB, will offer effective challenge around the quality of practice and such challenge will improve practice within the service
- ✓ Rutland Fostering Panel will escalate issues and concerns around practice which is addressed

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
7.1 Update the CPB strategy to ensure it reflects the need of oversight and challenge	<ul style="list-style-type: none"> In progress 	May 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
7.2 Update TOR of the CPB to ensure we have the right membership to progress the board further	<ul style="list-style-type: none"> In progress – the TOR is being updated 	May 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
7.3 Ensure children, young people are routinely invited to the CPB and, where unable to attend, their advocate will be their voice	<ul style="list-style-type: none"> CIC Council (SUSO), regularly speak to our CLA re attending and where they don't want to will gather feedback from them 	Complete March 17	<ul style="list-style-type: none"> Early Help Coordinator – Youth Kevin Quinn 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
	<ul style="list-style-type: none"> From March 2017 we ensure the CPB agenda is done in a child/young person friendly manner so they can this in advance and give feedback on any items 	March 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
	<ul style="list-style-type: none"> SUSO lead and advocate attends CPB to ensure the young people's voice is heard as does Service Manager for our youth groups to further ensure children and young people have presence 	March 2017	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey 	<ul style="list-style-type: none"> Tim O'Neill
	<ul style="list-style-type: none"> Young people will continue to be invited 	March 2017	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey 	<ul style="list-style-type: none"> Tim O'Neill
	<ul style="list-style-type: none"> We need to reconsider our times of CPB and venue in order to further encourage young people to attend 	March 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
7.4 Deliver CPB training to members to cover all roles and responsibilities	<ul style="list-style-type: none"> Training took place on 30th March 2017 	March 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
7.5 Develop a CPB data pack, which ensure our corporate parents have details and up to date information around data to allow for effective challenge	<ul style="list-style-type: none"> Interactive dashboard profiling CLA using latest available data has been developed 	May 2017	<ul style="list-style-type: none"> Jon Adamson 	<ul style="list-style-type: none"> Tim O'Neill
7.6 Develop systems to measure progress of the plan at the end of year and measure our success; identify key future actions	<ul style="list-style-type: none"> External Audit will undertake an Audit of Safeguarding services in Quarter 4 2017/18 	January 2018 – March 2018 (Q4)	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill

RECOMMENDATION:

- 8. Improve social work practice by ensuring that social workers visit children regularly, in line with the children's plans or statutory guidance, and take account of their feelings and wishes when making plans for the children. The frequency and quality of visits should be monitored by managers.**

OUTCOMES:

- All children open to children's social care will have an allocated worker who visits them regularly in home and in school (age appropriate)
- All children and young people will have a clear/SMART plan which outlines visiting to ensure children, young people and families have a clear understanding
- Children, young people and families will have their wishes and feelings taken in to account and this will be fully evidence in recording and will help develop practice
- Managers will have oversight of the frequency and the quality of visits to children, young people and families.

MEASURED BY:

- Monthly Audits will monitor and review the quality of visits and ensure voice of child/family is present in 100% of Plans
- Group supervision will ensure oversight of frequency and quality; meet statutory guidance
- Group supervision will enable reflection and critical challenge; underperformance challenged and addressed through individual supervision
- Data will demonstrate timely visits to 100% of children as per statutory duties have been undertaken
- External Audit which forms part of systematic review processes which are embedded; progress will note sustained improvements and identify areas for continued improvement

OBJECTIVES: Deliver our Practice Standards

- ✓ All children, young people and families in Rutland will have receive high standard social work practice, where those open to children social care have a clean plan, are seen regular as per their plan or statutory duties and where they view, feelings and wishes inform our practice and their plans.
- ✓ Managers in Rutland will have oversight of case work and through group supervision will offer circuitual challenge and reflective practice to further develop the service and ensure children are getting the right support and service at the right time.
- ✓ Themes and lessons from casework are systematically collated, analysed and learned from.
- ✓ Social work staff is confident in how they are directed and supervised in their work.
- ✓ Management oversight is consistent and rigorous to ensure effective assessment, planning, intervention and review.

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
8.1 Clear recording guidance to be written and issued to social workers to understand fully their expectations	<ul style="list-style-type: none"> • Completed – guidance has been written and given to all CSC staff 	December 16 completed	<ul style="list-style-type: none"> • Rebecca Wilshire 	<ul style="list-style-type: none"> • Tim O'Neill
	<ul style="list-style-type: none"> • Workshops to ensure the guidance is used consistently to address issues around variability 	June 2017	<ul style="list-style-type: none"> • Kate Dexter 	<ul style="list-style-type: none"> • Rebecca Wilshire

Achieved

On Track to Achieve

Not yet on Track

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
	<ul style="list-style-type: none"> Ensuring compliance within the workforce 	June 2017	<ul style="list-style-type: none"> Kate Dexter Darrell Griffin 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
8.2 Practice Workshops to be developed to enhance social work practice and ensure needs of children are met	<ul style="list-style-type: none"> Workshop in place around CLA, to ensure we address our practice in this area develop better working knowledge and ability to consider permanency early 	April 2017	<ul style="list-style-type: none"> Tracy Holliday Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
	Mandatory workshops will continue on: <ul style="list-style-type: none"> Genogram SMART Plans Rehabilitation home framework CP planning Assessment Skills Some workshops will be delivered though the monthly children conference 	Programme during 2017	<ul style="list-style-type: none"> Kate Dexter Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire
8.3 Training around SOS to be further embedded and used to ensure children's feelings and wishes are used to inform plans and practice	<ul style="list-style-type: none"> This will be a feature at each children's conference to enable challenge and reflection 	Programme during 2017	<ul style="list-style-type: none"> Kate Dexter Darrell Griffin 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
	<ul style="list-style-type: none"> Next children conference needs to deliver on use of 'Danger Statement' to ensure we are using consistently 	April 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Conference in February focused on Scaling in SOS 	February 2017 completed	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
	<ul style="list-style-type: none"> Conference in January took case study to use SOS therefore allowing development and refection of the approach 	January 2017 completed	<ul style="list-style-type: none"> Social Care Team Managers 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
	<ul style="list-style-type: none"> 2 Day SOS training set for May 2017 	May 17	<ul style="list-style-type: none"> Jo Tyler 	<ul style="list-style-type: none"> Rebecca Wilshire and Bernadette Caffrey

RECOMMENDATION:

9. Increase the effectiveness of management oversight across the service, ensuring that the rationale for decisions and actions set is clear. Managers, child protection chairs and IROs in core groups, reviews and key meetings should actively challenge drift and delay, and support the progress of plans and the reduction of risk.

OUTCOMES:

- The lives of children, young people and families in need of help and protection are improved by rigorous challenge at all levels of the authority, including the challenge to partners; and planning and reviews of their situations.
- Children, young people and families who need help and protection are seen swiftly and provided with a timely assessment of their need, which means that they are not left at risk of harm and such decisions will be recorded clearly outlining all rationale for any decisions.
- Social workers receive the right level of oversight from their managers to enable them to discuss cases fully and make the right decisions for children, young people and families to improve their outcomes and ensure their safety and welfare.
- Elected members are equipped with sufficient skills and knowledge to confidently scrutinise and challenge all aspects of the work undertaken by CSC and contribute to the continuous development of the service to young people, and to the achievement of their aspirations.
- IRO will have a clear footprint on children's files, with a clear escalation process which challenges practice and performance at all levels.

MEASURED BY:

- Management information – target: 100% of social workers and practitioners receive regular quality casework supervision
- Management information – target: improved flow of casework through the system and alert analysis
- Feedback from children, young people and families – target: improved positivity
- Complaints – target: decrease in volume, develop clear feedback loop for all complaints to measure learning
- Case audit – target: all cases audited will reach a standard as good or above
- Supervision audit – target: 100% of social workers and practitioners have a supervision agreement in place
- Elected member engagement – target: effective questioning and challenge evidenced in meetings and minutes
- Quarterly and Annual reports around IRO service
- Escalation Alerts will evidence issues and themes and as such will be addressed and monitored.
- External Audit of Safeguarding arrangements to be assessed as good or better

OBJECTIVES:

- ✓ Themes and lessons from casework are systematically collated, analysed and learned from.
- ✓ IRO's will work closely with social work staff to ensure practice improves and any issues are managed without delay
- ✓ Social work staff are confident in how they are directed and supervised in their work.
- ✓ Management oversight is consistent and rigorous to ensure effective assessment, planning, intervention and review.
- ✓ Assessments are conducted in a timely fashion; contain the views of children and young people; and contain a detailed analysis based on research, evidence and impact.
- ✓ The progress of all plans is reviewed within target time scales and any issues impacting on progress are addressed.
- ✓ Children, young people and their families have a clear understanding of the concerns and risks identified as plans will be smarter.
- ✓ Conferences and reviews are well informed by good quality information.
- ✓ Conference chairs have oversight of all child protection cases and drive planning and progress.

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
9.1 Restructure of QA Team to build in capacity	<ul style="list-style-type: none"> Restructure of CSC to further develop area of practice and build in capacity to the service 	May 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
	<ul style="list-style-type: none"> Build Capacity to ensure IRO are able to oversee and scrutinise plans between review 	June 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
9.2 Create a clear escalation policy around alerts from the IRO to ensure SW teams are aware	<ul style="list-style-type: none"> New IRO Escalation Policy has now been produced and circulated to all managers, as well as added to the local authority children's procedures on Tri-x for all officers 	February 2017 completed	<ul style="list-style-type: none"> Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire
9.3 QA Manager will attend the ARC/CLA panel to ensure they offer further oversight	<ul style="list-style-type: none"> This has been in place since January, it offers a further level of challenge and oversight to the panel 	January 2017 completed	<ul style="list-style-type: none"> Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire
9.4 IRO/CP Alerts will be fully noted on Liquidlogic as well as responses	<ul style="list-style-type: none"> Safeguarding Unit also have a tracker where these are logged 	February 2017 completed	<ul style="list-style-type: none"> Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Practice alerts are completed routinely and monitored fully by the IRO/QA manager 	May 2017	<ul style="list-style-type: none"> Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Staff received alerts where practice is not as it should be and these are escalated as needed without delay 	May 2017	<ul style="list-style-type: none"> Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> QA Manager meets regularly with DCS and LSCB Chair to escalate issues or themes to ensure independence is further upheld 	May 2017	<ul style="list-style-type: none"> Tracy Holliday 	<ul style="list-style-type: none"> Tim O'Neill
9.5 QA Manager and Service manager to meet weekly to review all alerts, issues and concerns to address them timely and without delay	<ul style="list-style-type: none"> This to explore all issues which have risen to ensure no delay in identifying any issues and no delay in addressing them 	March 2017 completed	<ul style="list-style-type: none"> Kate Dexter Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> This has been in place since beginning of March and already proven to be helpful in identification 	March 2017 completed	<ul style="list-style-type: none"> Kate Dexter Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> It will allow us to continue to be a learning organisation as themes relating to practice will be the basis of further training workshops 	May 2017	<ul style="list-style-type: none"> Kate Dexter Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire
9.6 LADO role to move from HOS to ensure more independent role	<ul style="list-style-type: none"> Completed – role has moved to QA Manager who holds an independent role with the IRO service 	February 2017 completed	<ul style="list-style-type: none"> Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire

RECOMMENDATION:

10. When children go missing, ensure that social workers and managers fully understand the risks and vulnerabilities of the young people and take appropriate action. Ensure that the information gathered during return-home interviews is used to reduce risk and inform individual planning and broader service needs.

OUTCOMES:

- Children and Young People who go missing in Rutland will be reviewed regular to ensure we understand the risks posed
- Children and young people who go missing will all receive a return home interview within timescale, which is used to inform their plans and their outcomes.
- Rutland will fully engage in the wider LLR initiative around children at risk of CSE, Trafficking and missing to ensure our service continues to develop.

MEASURED BY:

- Audit – Audits will review those children who have been reported missing to ensure practice was at a standard of good or above
- Missing Tracker – 100% of children who go missing are logged and reviewed regular to ensure practice and duties are followed
- Monthly CSE/Missing internal meetings will explore, critically challenge and review 100% of missing cases to ensure practice has been upheld.

OBJECTIVES: Deliver our CSE Action Plan

- ✓ Relevant managers and workers are confident and competent in recognising and responding to children who go missing
- ✓ Relevant manager and workers are confident and competent in recognising signs and symptoms around CSE which could be linked to missing
- ✓ Information is shared between professionals to prevent children and young people from going missing
- ✓ Return home interviews are complete in timescale and all children are offered an independent advocate for all return home interviews.
- ✓ National learning is embedded into Rutland practice

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
10.1 Ensure national learning is embedded into Rutland Practice	<ul style="list-style-type: none"> • All new learning will be presented at Children conference to ensure everyone hears the same learning 	July 2017	<ul style="list-style-type: none"> • Kate Dexter 	<ul style="list-style-type: none"> • Rebecca Wilshire and Bernadette Caffrey
	<ul style="list-style-type: none"> • We will use national learning to inform our practice further via the conferences 	Programme during 2017	<ul style="list-style-type: none"> • Kate Dexter 	<ul style="list-style-type: none"> • Rebecca Wilshire and Bernadette Caffrey
	<ul style="list-style-type: none"> • SCR Lessons for Reviews will be held bi-monthly with managers to review new SCR's and consider learning 	June 2017	<ul style="list-style-type: none"> • Kate Dexter 	<ul style="list-style-type: none"> • Rebecca Wilshire and Bernadette Caffrey

Achieved

On Track to Achieve

Not yet on Track

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
	<ul style="list-style-type: none"> Introduce in to the CSE/Missing groups all children at risk of exploitation (Trafficking/PREVENT... to ensure oversight 	June 2017	<ul style="list-style-type: none"> Steph Logue – <i>Health & Wellbeing Development Coordinator</i> Jo Tyler 	<ul style="list-style-type: none"> Rebecca Wilshire
10.2 Missing Tracker is in place and will continue to track any children who go missing	<ul style="list-style-type: none"> Absent episodes to be tracked for emerging themes/common destination 	October 2016 completed	<ul style="list-style-type: none"> Steph Logue Duty Team Manager 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Our tracker will evidence good sound practice with children who have gone missing 	October 2016 completed	<ul style="list-style-type: none"> Steph Logue Duty Team Manager 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Internal meeting of CSE/Missing will further review and scrutinise the tracker and the practice further - Local 'Exploitation' plan will be updated 	May 2017	<ul style="list-style-type: none"> Steph Logue Jo Tyler 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Update the 'Exploitation' action plan to include Missing so we can further monitor progress 	May 2017	<ul style="list-style-type: none"> Steph Logue Jo Tyler 	<ul style="list-style-type: none"> Rebecca Wilshire
10.3 All return home interview will be shared with the QA Manager to enable oversight and scrutiny (CLA/CP)	<ul style="list-style-type: none"> All children who are looked after or subject to CP – the return home interview will be shared with the QA manger/IRO for further oversight – this will ensure any issues or concerns are considered within their plans 	March 2017 completed	<ul style="list-style-type: none"> Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Exploitation Action plan will ensure and monitor that this is taking place on a monthly basis at the internal meeting 	June 2017 to embedded		
	<ul style="list-style-type: none"> Group supervision will further ensure oversight of all return home interview to ensure this is fully recorded on files and considered in any decision making 	June 2017	<ul style="list-style-type: none"> Kate Dexter Steph Logue Jo Tyler 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Group supervision will ensure all return home interviews, and the content, is fully considered , recorded and part of the planning and decision making 	Started in February 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
10.4 Return home interviews of children not looked after or subject to CP will be shared with team managers and reviewed in group supervision	<ul style="list-style-type: none"> We will also have oversight at the monthly meeting where all Missing children will be considered 	Review in June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
		To be embedded by May 2017		

RECOMMENDATION:

11. Develop and implement a robust sufficiency strategy, which informs the provision of services and, in particular, the recruitment of foster carers, for children looked after now and in the future.

OUTCOMES:

- Rutland will have a sufficiency strategy which clearly informs the provision of service.
- Rutland's sufficiency strategy will have a clear focus on the recruitment of foster carers for children looked after now and in the future
- Rutland to have a variety of foster cares including emergency carers and respite carers.

MEASURED BY:

- An increase seen in enquiries of people wishing to become foster carers within Rutland locality. Target of 2 per year
- Audits; foster carer's practice and confidence is developed as outcome of guidance and support; meeting full range of children requiring care
- Foster carer feedback which will evidence what is working well and what we need to improve on
- External Audit constituent part of systematic review processes which are embedded; progress will note sustained improvements and identify areas for continued improvement

OBJECTIVES: Deliver our Corporate Parenting Strategy and Sufficiency Strategy

- ✓ To increase our pool of carers to ensure our children when they become looked after remain in area to be close to family and friends
- ✓ To ensure our fostering service develops to ensure we deliver an outstanding service
- ✓ To increase confidence in the service we deliver
- ✓ To have a wide variety of carers who can meet the needs of all our children and fully supported in doing so

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
11.1 Sufficiency Strategy to be updated and re-launched ensuring it is robust and purposeful	<ul style="list-style-type: none"> Initial work underway on the data which will inform a revised CLA & CL Sufficiency Statement 	June 2017	<ul style="list-style-type: none"> Jon Adamson (DMT) 	<ul style="list-style-type: none"> Tim O'Neill Rebecca Wilshire
11.2 Sufficiency Strategy specially for the recruitment of foster carers to be launched	<ul style="list-style-type: none"> Fostering Sufficiency Statement is in Progress 	May 2017	<ul style="list-style-type: none"> Mat Waik Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
11.3 Foster carer recruitment campaign to be developed to support further recruitment	<ul style="list-style-type: none"> Radio advertisement is set up 	May 2017	<ul style="list-style-type: none"> Mat Waik Fostering Team Manager 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Leaflets have been delivered around local area / coffee shops 	April 2017	<ul style="list-style-type: none"> Fostering Team Manager 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Fostering fortnight in May 2017 to further promote range of recruitment opportunities 	May 2017	<ul style="list-style-type: none"> Mat Waik Fostering Team Manager 	<ul style="list-style-type: none"> Rebecca Wilshire
11.4 Address and resolve all current issues with some foster carers, where complaints are present	<ul style="list-style-type: none"> Offer to meet with all / any fosters carers in question 	May 2017	<ul style="list-style-type: none"> Fostering Team Manager Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Take carers back to panel to enable a transparent discussion and recommendations to be held 	May 2017	<ul style="list-style-type: none"> Fostering Team Manager Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
11.5 Consider our Fostering Model to ensure we fully support our carers to meet the needs of our children	<ul style="list-style-type: none"> Review 'Mocking Bird' as a model for our fostering service or an alternative 	June 2017	<ul style="list-style-type: none"> Fostering Team Manager Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Strengthen the service by recruiting a high quality experienced team manager 	May 2017 (appoint)	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
	<ul style="list-style-type: none"> Strategy to recruit new foster carers 	March 2017	<ul style="list-style-type: none"> Kate Dexter Fostering Team Manager 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Recruit carers to work towards all newly looked after children being placed in-house 	June 2017	<ul style="list-style-type: none"> Fostering Team Manager Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Review current carers to ensure training packages are in place and appropriate 	June 2017	<ul style="list-style-type: none"> Fostering Team Manager Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire

	<ul style="list-style-type: none"> Review foster carer fees, to ensure we align with national standards and remain competitive and attractive to carers 	<p>June 2017</p>	<ul style="list-style-type: none"> Fostering Team Manager Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
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FINAL

RECOMMENDATION:

12. Review the service level agreement with the neighbouring local authority, which delivers adoption services on behalf of Rutland County Council. Ensure that services are sufficient and of good quality to meet all needs of children, families and adopters prior to and beyond the making of an adoption order.

OUTCOMES:

- Rutland to have a clear and updated SLA with Leicestershire with regards to our Adoption service
- Rutland will work closely with Adoption Service to ensure practice for our children is at the highest possible level
- Rutland SLA with Leicestershire will be robust and ensure good standard practice

MEASURED BY:

- Audit of children placed for adoption or in the process of being placed; practice is of a good or above standard
- Monthly 'Challenge Sessions'; managers across both LA review and evaluate Rutland cases; critical challenge leads to improved practice
- Quarterly SLA monitoring meeting; contract review ensures continuing to meet highest standards

OBJECTIVES:

- ✓ All Rutland children who are assessed that adoption is the best outcome for them, will follow a thorough matching process to ensure they are matched with the best forever family possible.
- ✓ All Rutland children will have access to timely assessment and timely adoption process where there is no delay
- ✓ Adoption Support to children in Rutland will be delivered via the SLA and after the first 3 years Rutland will ensure support if needed is assessed and provided to ensure long term stability for our adoption children, young people and families
- ✓ Rutland will ensure all children are matched, whether this is with connected person, foster carers or adopters to ensure we have the best permanency plan in place to meet their forever needs.

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
12.1 Review and update of the SLA update and all parties to sign and ensure applied to practice	<ul style="list-style-type: none"> Meeting has taken place and this has been reviewed and updated in the process of being signed off 	May 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
12.2 Rutland managers will ensure attendance at the adoption panel including our Lead Member for children's SC	<ul style="list-style-type: none"> Panel dates have been circulated and in managers diaries for attendance 	Completed March 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> We have new managers (SM) in place who is approaching this with a clear and robust approach 	Completed March 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> SLA outlines the need for Rutland to attend a minimum of 4 panels a year – we will ensure we attend more than this to take ownership of our own cases 	Completed March 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
		To be embedded by June 2017		
	<ul style="list-style-type: none"> Regular meetings have been set up with adoption manager to ensure we continue to progress and work together in improving adoption service 	Completed March 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> PFH will be looking to have some attendance 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
12.3 Quarterly Bi-Monthly 'Challenge Sessions' between Rutland Fostering and Adoption Team and Leicestershire Adoption where practice will be reviewed and challenged	<ul style="list-style-type: none"> These have been set up and we have had two to date... both very successful 	Completed March 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Sessions have been excellent, have considered all children who are placed / being considered for adoption 	Review June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> There is critical reflection and appropriate challenge – chaired by HOS/ADM 	June 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
12.4 New and improved adoption tracker to be designed in line with Leicestershire to ensure oversight	<ul style="list-style-type: none"> In process of being developed 	April 2017	<ul style="list-style-type: none"> Fostering and Adoption Team Manager 	<ul style="list-style-type: none"> Rebecca Wilshire
12.5 All children placed for adoption or possible adoption will be reviewed at the Monthly ARC/CLA panel to ensure cases are progressing and challenge any potential delay	<ul style="list-style-type: none"> In place – this is considered each month at the panel and fully recorded 	Completed March 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Rebecca Wilshire

RECOMMENDATION:**13. Ensure that birth parents have access to support from someone independent of their child's social worker when adoption is being considered.****OUTCOMES:**

- When adoption is considered in Rutland for children, birth parents will have access to a support worker.
- Birth parents will have access to a Child in Care family worker, who will provide support as needed during permanency planning

MEASURED BY:

- Audits of cases; birth parents of those children placed for adoption have ready access to named support
- IRO reports; oversight established, includes capture of birth parent support and feedback of satisfaction
- Fostering and Adoption Team; process established for overseeing and line managing family workers ensuring birth family have access to support

OBJECTIVES:

- ✓ Birth families in Rutland of children in care will have access to support independent of the children's social worker
- ✓ Birth families of those children where adoption is considered will be able to access support from a family worker
- ✓ Rutland Children Social Care to become a learning organisation where feedback influences change

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
13.1 New re-structure of children social care will develop a Children in Care Family Worker role and they will be a linked person for birth families	<ul style="list-style-type: none"> In progress – final stages of agreement 	May 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O’Neill
13.2 IRO capacity will be increased and will also be able to provide independent support and oversight	<ul style="list-style-type: none"> In the process of recruiting. 	May 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O’Neill
13.3 Two full-time CIC Family Workers will focus on contact and life story work and supporting birth families	<ul style="list-style-type: none"> Workers in place 	May 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O’Neill
13.4 New restructure will include a new way of working, methodology to strengthen practice and enable us to reclaim children’s social care	<ul style="list-style-type: none"> Re structure is underway 	May 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O’Neill

RECOMMENDATION:**14. Ensure that all options for achieving permanence for children are given proper consideration, including, when appropriate, parallel planning and foster to adopt****OUTCOMES:**

- All children and young people in Rutland who require becoming looked after will have a clear plan for achieving permanence
- Rutland will ensure 100% of children who come in to care have a parallel plan from the first review to be rehabilitate back home (where safe to do so) or have a clear plan of permanence
- Children looked after in Rutland will have a clear permanency plan by their second CLA review
- Rutland will develop opportunities with neighbouring authorities around possibilities of foster to adopt – this will develop in within the Regional work (RAA)

MEASURED BY:

- Audits: ensure permanence has been properly considered for 100% of children looked after
- IRO/QA Manager: monitor permanence through LAC reviews ; clear evidence of all options identified
- ARC/CLA Panel: records/ minutes identify permanency monitoring of all CLA; challenge evident where permanency not achieved

OBJECTIVES:

- ✓ All children who are looked after in Rutland will have a clean plan for achieving permanence
- ✓ Every child looked after will have every opportunity to inform and be part of their permanency plan to ensure their wishes, views and feelings are fully considered
- ✓ Birth families, carers and wider family will be invited to be involved in all planning and decision making when appropriate, to ensure all actions and decision taking is in the child best interest
- ✓ All children in Rutland will receive a timely service where they have received in no delay in the care or service they have receive

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
14.1 Flow charts to be created to ensure a clear Permanence Pathway	<ul style="list-style-type: none"> Completed in December 16 	Completed December 2016	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> We will review all children looked after at the monthly ARC/CLA panel to ensure cases are progressing 	Completed December 2016	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
	<ul style="list-style-type: none"> Processes are in place to monitor and review all cases to ensure permanency is reached and considered in the early stages – we will ensure this is embedded over the next six months 	To be embedded August 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
14.2 Workshops for social workers to develop more knowledge and understanding around CLA process an permanence	<ul style="list-style-type: none"> In place, these have been set up and will continue 	Completed	<ul style="list-style-type: none"> Tracy Holliday Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> We will ensure, over the next six months, workshops inform practice through our audits and though ensuring and seeing better outcomes for children. 	Programme during 2017	<ul style="list-style-type: none"> Tracy Holliday Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
14.3 Foster to Adopt to be discussed further with Leicestershire who provide our adoption regarding opportunities	<ul style="list-style-type: none"> Discussions in progress as is discussion around Regional Adoption Agencies – therefore this is one we continue to review and meet about to ensure we have the best possible service for Rutland children 	Planning will be in progress by September 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
14.4 We will ensure all children looked after are matched fully, some retrospective but all will be completed	<ul style="list-style-type: none"> In progress – foster and adoption team and going over all children looked after and completing matching paperwork where this has not previous been done 	May 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> New children entering care will be matched from the outset, we have a clear process of all new children becoming looked after 	Completed March 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
14.5 ARC / CLA Panel will include Permanency Monitoring of all CLA to ensure robust, critical challenge an oversight.	<ul style="list-style-type: none"> Complete – all children looked after are considered in this panel and we review the matching tracker every month 	Completed February 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire

RECOMMENDATION:

15. Improve the quality of information which children have access to, both now and in the future, such as child permanence reports and later-life letters. Ensure that all children in permanent placements receive life-story work.

OUTCOMES:

- Every child looked after in Rutland will receive life story work which help them understand their journey
- Every child where permanency is achieved will have life story worker complete by a dedicated worker
- Life story work in Rutland is complete in a timely manner
- All children who are placed for adoption have life story and later life letters

MEASURED BY:

- Audits of children looked after: case recording and access to records are clear and accessible to children and young people.
- IRO: monitoring ensures such work is completed as per timescales
- ARC/CLA panel: records/ minutes identify scrutiny and challenge
- Group supervision: case work and case direction has oversight and timely actions which include life story and later life letters.

OBJECTIVES:

- ✓ All children and young people in Rutland will access to quality information about their lives and their journey
- ✓ All children in permanent placements will receive life story work
- ✓ Children placed for adoption will have high quality life story work and timely later life letters
- ✓ Information recorded and stored on our system will be done in a manner which is considered high quality, clear and concise

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
15.1 All children in care where permanency is achieved will have a CPR	<ul style="list-style-type: none"> All cases are being reviewed to ensure all children where permanency is agreed, a CPR is in place (some may be retrospective but will still be completed) 	July 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Oversight in the early stages through all the mechanisms in place will ensure CPR and permanency is considered early 	May 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
15.2 Life Story work to be complete on all children currently placed for adoption as priority	<ul style="list-style-type: none"> In progress – the new restructure will allow dedicated people to focus on life story work 	July 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> We will need to review all children waiting for life story and consider resources to ensure this is completed in a timely manner 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Future cases will be referred to dedicated workers from the outcome when they enter care and once permanency agreed for life story work to complete 	May 2017 (see 15.1)	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
	<ul style="list-style-type: none"> Workshops on life story work will be undertaken within children's conferences – July 17 	July 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
15.3 Later life letters for those children who are adopted adoption to be completed without delay	<ul style="list-style-type: none"> This will be agreed through group supervision as management oversight of cases and cases work/progressions will be present 	May 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> A list of all children waiting later life letters to be compiled 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Focus on those placed and then those waiting – timescales will be set in all future such cases 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
15.4 Adoption cases will be reviewed monthly at ARC/CLA Panel to ensure oversight	<ul style="list-style-type: none"> This will ensure oversight and all discussions will be logged on child file. This has been in place but we need this to be embedded 	June 2017	<ul style="list-style-type: none"> Rebecca Wilshire Kate Dexter 	<ul style="list-style-type: none"> Tim O'Neill

RECOMMENDATION:**16. Ensure that children have timely access to health services, including specialist provision.****OUTCOMES:**

- All children looked after in Rutland will have timely access to health services
- All children looked after will have robust SDQ's which inform their health assessments
- All children in Rutland will have access to health services, and where specialist provision is required, this will be done in a timely manner

MEASURED BY:

- Children looked after: ARC/CLA Panel minutes: timeliness of all IHA and RHA's
- Children looked after: ARC/CLA panel : CLA Health Rep evidences challenge back to ensure timely information is shared
- Audits: health of children is high on the agenda which ensure health needs are being identified in all assessments and needs met
- All plans set clear expectation for needs being met
- Group supervision: oversight and critical challenge of practice and outcomes is evident in meeting records and reflected in future practice

OBJECTIVES:

- ✓ All children looked after in Rutland will have access to health service in a timely manner
- ✓ All children in Rutland where health needs have been identified will have a clear plan to meet such needs, Rutland will consistently ensure health needs are met including purchasing specialist service if in child's best interest to do so

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
16.1 Tracker to be devised of all IHA and RHA to allow oversight and challenge (the tracker will be reviewed at each ARC/CLA panel)	<ul style="list-style-type: none"> Completed and is being reviewed at each panel 	Completed January 2017	<ul style="list-style-type: none"> Long Term Team Manager 	<ul style="list-style-type: none"> Rebecca Wilshire
16.2 Tracker to include SDQ's and be held in a central place to ensure oversight	<ul style="list-style-type: none"> Completed 	Completed February 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Over the next three months we want to see this develop so all IHA/RHA have sight of the SDQ before completion 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Over the next six months we want to ensure SDQ information is embedded in assessments of children to further identify their needs and ensure plans address this 	September 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Officers to have a clear understanding and use the SDQ to inform their plans, assessment and thinking – all SDQ will be taken to group supervision for reflection and discussion 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
16.3 Ensure children have access to specialist service as required	<ul style="list-style-type: none"> Ensuring children have access to counselling services as needed – list to be compiled of appropriate services which we can access 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Working group with CAMHS – to develop further a more joint working approach 	June 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
16.4 Ensure health colleagues are included in CPB and ARC/CLA panel	<ul style="list-style-type: none"> Health are in attendance at panels and we continue to ensure this is embedded 	June 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill

RECOMMENDATION:

17. Increase the extent to which workers consider the long-term arrangements when placing children looked after with foster carers, so that more are able to stay put when they become 18 years old.

OUTCOMES:

- Officers will fully consider all children and younger people’s long term needs at the earliest opportunity
- Young people make successful transitions to adulthood and achieve their aspirations through having the care, support and help they need from Rutland County Council acting as corporate parents.
- All Care leavers receive the help they need through having well developed Pathway Plans in place.
- Young people looked after, will have permanency considered at an early stage and there longer term needs will be fully considered including staying put
- Foster carer training and recruitment will have a focus on staying put scheme to support our care leavers even further

MEASURED BY:

- Audits will measure the quality and long term arrangements of placements
- Child, young person and family feedback to enable us to measure what is working well and what needs to be further improved
- Foster carer feedback: to enable us to measure what is working well and what needs to be further improved
- Care leaver pledges: will be measured quality to ensure RCC promise is adhere to, this feedback will be delivered to the CPB each quarter
- Data: provides clear analysis of number of care leavers in staying put arrangements or alternative for the CPB; number of care leavers in staying put arrangements or alternative improves
- CPB minutes/ reports: consistently offer officers critical challenge around children’s long term needs, specially of our care leavers, leading to continued successes

OBJECTIVES: deliver our Corporate Parenting Pledges

- ✓ All children who become looked after have their longer term arrangements considered at an early stage when placed with foster carers, staying put options will be consistently considered for all our children in care.
- ✓ Rutland County Council to be a learning organisation which is led by practice, family and carer feedback

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
17.1 Care leaver strategy and pledges to be written and launched	<ul style="list-style-type: none"> CLA pledges are already written and launched and they include care leavers and feedback gathered from young people prior to CPB to ensure we are delivering on our promise 	Completed	<ul style="list-style-type: none"> Kevin Quinn Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> We will as part of updating the strategy, review pledges for care leavers to make these more specific 	April 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
17.2 Foster carer recruitment will include the need for Staying Put commitments	<ul style="list-style-type: none"> Strategy is underway as is recruitment and staying put option will ensure this is clear 	April 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> We are restructuring CSC to further support care leavers and promote staying put by having PA's move to the F&A/care Leaver team so have more focus on care leavers 	May 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
	<ul style="list-style-type: none"> Permanency planning will consider staying put at the placement stage for older children and by 2nd CLA review in line with progressing permanency planning 	July 2017	<ul style="list-style-type: none"> Tracy Holliday Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
17.3 All 15½ years olds will have a Needs Led Assessment to fully inform a plan and support outcomes	<ul style="list-style-type: none"> In progress - we have a worker who will undertake all needs led assessments Dependent on recruitment to second half of post, interviews in May 2017 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
17.4 All 16 + will have a clear and robust Pathway Plan	<ul style="list-style-type: none"> In progress – all children have a pathway plan but we need to ensure all children have a robust and smart pathway plan so all will be reviewed 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire

END