

## Appendix A. OFSTED RECOMMENDATIONS FROM INSPECTION AND FOCUSED VISIT

Recommendation	Progress as of January 2020
<p>1. Ensure that senior leaders have access to comprehensive, high-quality <b>performance management information</b> in order to understand frontline practice and fully hold senior managers to account.</p>	<ul style="list-style-type: none"> <li>Principal Social Worker meets with the Director of Children’s Services monthly to provide data report on performance, practice and quality assurance and other information.</li> </ul>
	<ul style="list-style-type: none"> <li>Liquid Logic is now the main source for performance data. In the past ad hoc solutions like trackers and spreadsheets were prevalent. As a result data accuracy has greatly improved.</li> </ul>
	<ul style="list-style-type: none"> <li>Developed a reporting services portal (SSRS). ‘Live’ performance information is readily available to the management team.</li> </ul>
	<ul style="list-style-type: none"> <li>Developed a suite of daily ‘insight’ reports which are delivered directly to managers. Insight reports enable managers to quickly understand the current and future needs of their services and enables them to work proactively to drive performance.</li> </ul>
	<ul style="list-style-type: none"> <li>Head of Service holds regular performance clinics with team managers to discuss performance within each team to ensure this drives practice.</li> </ul>
	<ul style="list-style-type: none"> <li>Head of Service has monthly meetings with business intelligence to look at data and ensure that the data presented/available is robust- this is an ongoing process</li> </ul>
<p>2. Ensure that all staff receive regular <b>good-quality supervision</b>, with an appropriate balance of critical challenge, case direction and opportunities for reflection.</p>	<ul style="list-style-type: none"> <li>Supervision Survey was completed in August 2019 to provide us with a baseline to strengthen supervision.</li> </ul>
	<ul style="list-style-type: none"> <li>Supervision is recorded in tracker to ensure supervision is taking place in line with policy (4 weekly). This is monitored by the service manager.</li> </ul>

<p><b>From Focused Visit – March 2019</b></p> <p>“The level of challenge and consideration of impact and outcomes for children during supervision and other management oversight.”</p>	<ul style="list-style-type: none"> <li>• Supervision observations are now scheduled into the quality assurance (QA) programme for all regular auditors to complete and to coincide with completion of audits.</li> </ul>
	<ul style="list-style-type: none"> <li>• Practice Supervisor Development Programme being completed; 5 places offered and taken up by practitioners in Children’s Services.</li> </ul>
	<ul style="list-style-type: none"> <li>• Reviewed template for supervision and workshop held, using signs of Safety, to strengthen the quality of supervision to ensure there is a clearer focus on outcomes to be achieved and progression of a child’s plan.</li> </ul>
	<ul style="list-style-type: none"> <li>• Service manager is dip sampling supervision records to ensure they are not being copied forward and that genuine discussion and agreed actions are taking place.</li> </ul>
<p>3. Ensure that <b>assessments and plans</b> 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.</p> <p>4. Improve the <b>quality of assessments and plans</b> 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.</p>	<ul style="list-style-type: none"> <li>• Assessments and plans are reviewed as part of supervision and quality assurance. There remains some variability in the quality.</li> </ul>
	<ul style="list-style-type: none"> <li>• Plans and critical analysis training has been completed during practice week (2019).</li> </ul>
	<ul style="list-style-type: none"> <li>• Advanced 5 day Signs of Safety training completed in December 2019 and focus of January 2020 practice was safety planning and how will be better embedded.</li> </ul>
	<ul style="list-style-type: none"> <li>• Dip sampling of plans by service manager has identified additional work is required around improving the quality of assessments and plans. Work with team managers has taken place about how to enable social workers to improve their practice and develop their analytical skills.</li> </ul>
<p><b>From Focused Visit – March 2019</b></p> <p><b>What needs to improve in this area of social work practice...?</b></p> <p>“The consistency and quality of assessments. This needs to include completing them within a child’s</p>	<ul style="list-style-type: none"> <li>• Service standards are clearer e.g. there is an expectation that documents are sent for authorisation 2 weeks prior to deadline to give team managers time to quality assure assessments/plans, provide recommended improvements and for social workers to complete the recommended changes in order to learn from this.</li> </ul>

<p>timescale and having a clearer focus on the child's experiences.”</p>	<ul style="list-style-type: none"> <li>• We have created a new Single Assessment to improve the quality of assessments and understanding for children and families which better incorporates Signs of Safety methodology.</li> </ul>
	<ul style="list-style-type: none"> <li>• Expectation that team manager for assessments will complete 10 and 20 day reviews of assessments to ensure completed within a child's timescales.</li> </ul>
	<ul style="list-style-type: none"> <li>• Independent Reviewing Officers complete midway reviews to ensure that plans are being progressed and offer appropriate challenge and scrutiny.</li> </ul>
	<ul style="list-style-type: none"> <li>• Cultural genograms training to be held early 2020</li> </ul>
	<ul style="list-style-type: none"> <li>• Every child is offered support from an advocate. Referral is made to the service before each conference or looked after review. Feedback has been positive from children and young people.</li> <li>• Expectation all child protection conferences and looked after reviews will have evidence of direct work completed to obtain children's wishes and feelings and diversity within assessments.</li> </ul>
<p>5. Ensure that <b>personal education plans</b> are completed for all children looked after, and that they include a thorough assessment of needs and set targets for improvement.</p>	<ul style="list-style-type: none"> <li>• All children looked after have an up to date personal education plan which children have directly contributed to.</li> <li>• Independent Reviewing Officers will ensure that all children looked after children have personal education plans completed by their Review or a date to be included at their reviews</li> <li>• Independent Reviewing Officers work with the Virtual Head to quality assure the progression and quality of the personal education plans.</li> <li>• Early years personal education plan revised in line with guidance</li> </ul>

	<ul style="list-style-type: none"> <li>• Continued challenge to schools to ensure personal education plan process is completed in a timely manner</li> </ul>
	<ul style="list-style-type: none"> <li>• Clear expectations on Designated Teachers to facilitate personal education plans and ensure targets set for improvement.</li> </ul>
	<ul style="list-style-type: none"> <li>• Focus of work this term on ensuring targets set are specific and measurable, and directly linked to learning outcomes and Pupil Premium Plus spend</li> </ul>
<p>6. Review and strengthen <b>management and panel oversight of the fostering service</b> 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.</p>	<ul style="list-style-type: none"> <li>• Fostering Panel has been completely re-constituted with new members (including a care leaver) and Chair. Full training has been completed and panel processes strengthened.</li> </ul>
	<ul style="list-style-type: none"> <li>• The designated officer (LADO) investigates all allegations against foster carers and this is presented to panel.</li> </ul>
	<ul style="list-style-type: none"> <li>• We have robustly investigated allegations against foster carers which has led to de-registration</li> </ul>
<p>7. Ensure that the <b>corporate parenting board is effective</b> 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.</p>	<ul style="list-style-type: none"> <li>• New Chair of Corporate Parenting Board (CPB) with new terms of reference and membership</li> </ul>
	<ul style="list-style-type: none"> <li>• Time of Corporate Parenting Board has been changed to accommodate young person representatives.</li> </ul>
	<ul style="list-style-type: none"> <li>• Achievement Event for Children Looked After and care leavers scheduled for June 2020</li> </ul>
	<ul style="list-style-type: none"> <li>• Managers and Senior Managers and Portfolio Holders have attended the Children in Care Council and 'Big Conversations' where children and young people have been able to talk about issues important to them and challenge where services could improve. Example of 'you said, we did' – access to IT equipment</li> </ul>
<p>8. <b>Improve social work practice</b> by ensuring that social workers visit</p>	<ul style="list-style-type: none"> <li>• Frequency of visits is monitored through use of the live performance reporting system.</li> </ul>

<p>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.</p> <p><b>From Focused Visit – March 2019</b></p> <p><b>What needs to improve in this area of social work practice...?</b>  “The timeliness of children being visited who have initially been assessed as not being at immediate risk of harm but who may be in need of support.”</p>	<ul style="list-style-type: none"> <li>• Timeliness of visits to children has improved and where not in timescale, managers scrutinise reason why and ensure corrective action taken.</li> <li>• Children are offered advocacy support when attending conferences and looked after reviews.</li> <li>• Social work assistants now in place who are complementing the work of social workers, particularly for those children subject to child in need plans. This is creating more social work capacity to focus on children looked after and child protection.</li> </ul>
<p>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.</p> <p><b>From Focused Visit – March 2019</b></p> <p><b>What needs to improve in this area of social work practice...?</b>  “The level of challenge and consideration of impact and outcomes for children during supervision and other management oversight.”</p>	<ul style="list-style-type: none"> <li>• All children looked after and child protection, care leavers and half of child in need cases were sampled in December 2019 by senior managers. This identified that the quality of management oversight and supervision is still an area for improvement as remains too much variability.</li> <li>• Service manager and Independent Reviewing Officers meet regularly to discuss cases that are or have been subject to drift. Service manager is discussing these cases in supervision with team managers to address in their supervisions and records this on Liquid Logic.</li> <li>• Independent Reviewing Officers complete midway reviews and actively challenge drift and delay in case work.</li> <li>• We continue to develop the culture of courageous conversations and seek to challenge practice to ensure that we are able to achieve better outcomes for families.</li> </ul>
<p>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</p>	<ul style="list-style-type: none"> <li>• All children are offered return interviews. Case recording will evidence when children declined.</li> <li>• All children are offered return interviews unless rationale why not (e.g. missing for 20 minutes and no history). If child looked after, Independent Reviewing Officers,</li> </ul>

<p>interviews is used to reduce risk and inform individual planning and broader service needs.</p>	<p>Service Manager and Head of Service are notified.</p> <ul style="list-style-type: none"> <li>• Liquid Logic is used to track.</li> </ul>
<p>11. Develop and implement a robust <b>sufficiency strategy</b>, which informs the provision of services and, in particular, the recruitment of foster carers, for children looked after now and in the future.</p>	<p>Sufficiency Strategy in place. Improvement of in-house Foster Carer sufficiency and we now have a dedicated in house parent and child placement.</p> <p>Next fostering recruitment campaign planned with focus on short term placements to assist in quick reunification and placements for older children (adolescents), including supported living/lodgings. – March 2020</p>
<p>12. Review the service level agreement with the neighbouring local authority, which delivers <b>adoption services</b> 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.</p>	<ul style="list-style-type: none"> <li>• New service level agreement with Lincolnshire County Council since April 2019 and monthly meetings are now in place with Lincolnshire to monitor its performance.</li> <li>• Adoption campaign in November 2019. This has been completed by Lincolnshire Adoption Team as they now have the contract for RCC.</li> <li>• Engaged with the Regional Adoption Alliance – LR3.</li> </ul>
<p>13. Ensure that birth parents have access to support from someone independent of their child's social worker when <b>adoption</b> is being considered.</p>	<ul style="list-style-type: none"> <li>• Social worker supports birth parents with adoption and Adoption Support Fund</li> <li>• Lincolnshire are managing the Adoption Contract and the Adoption Support Fund</li> <li>• Rutland have formed a Post Adoption Support group which has been running on a regular basis since October 2018</li> <li>• Permanency planning process has been reviewed- Permanency planning meetings now take place monthly chaired by the service manager.</li> </ul>

	<ul style="list-style-type: none"> <li>• Permanency tracker devised to easily identify any potential drift - reviewed monthly at looked after/access to resources panel.</li> </ul>
<p>14. Improve the quality of information which children have access to, both now and in the future, such as <b>child permanence reports</b> and <b>later-life letters</b>. Ensure that all children in permanent placements receive <b>life-story work</b>.</p>	<ul style="list-style-type: none"> <li>• Life story work – progress is being made. 2 new posts of social work assistants and this will be core part of their work, in recognition of progress not being as expected.</li> <li>• All children who have become newly looked after have been supported with Words and Pictures which have supported their understanding of the concerns of the Local Authority and the care afforded to them.</li> <li>• Revised family time templates include photographs and more child friendly recording</li> <li>• Panel training will include foster carer logs to ensure these are of good quality</li> </ul>
<p>15. Ensure that children have timely <b>access to health services</b>, including specialist provision.</p>	<ul style="list-style-type: none"> <li>• Social workers attend children looked after medicals and children benefit from timely health reviews</li> <li>• Focus on improving Strengths and Difficulties Questionnaire' completion – work with Looked after Children (LAC) Health team resulting in proposal for these to be completed by the LAC nurse at the child's health assessments. It is scored during the appointment and any action, care plan or referral implemented by the LAC Nurse to support the young person at this time</li> <li>• GP liaison meetings taking place.</li> <li>• Child &amp; Adolescent Mental Health Service (CAMHS) offers regular sessions to foster carers to discuss health needs of children. Social workers have access to these sessions with CAMHS when the foster carers do not book these.</li> <li>• There is a specific Child &amp; Adolescent Mental Health Service for Children Looked After and no child in care is on a CAMHS waiting list.</li> </ul>

16. Increase the extent to which workers consider the <b>long-term arrangements</b> when placing children looked after with foster carers, so that more are able to stay put when they become 18 years old.	<ul style="list-style-type: none"><li>• Matching Matrix is in place</li></ul>
	<ul style="list-style-type: none"><li>• We have one young person in staying put placements with success but this needs to be expanded so all care leavers have this option open to them.</li></ul>
	<ul style="list-style-type: none"><li>• Updated recruitment and retention strategy for carers includes staying put expectations and all new foster carers understand this requirement.</li></ul>