

## CHILDREN'S SERVICES IMPROVEMENT PLAN

What Needs to Improve	Action	Action	Person Responsible	By When	Progress to Date	RAG	Impact Assurance
<b>Management oversight and decision-making to ensure that children's cases are comprehensively overseen and that their progress is closely reviewed</b>	1	Permanent recruitment to management roles is ongoing- we have reviewed and changed our recruitment processes to ensure that our recruitment is more specific about the skills and knowledge required for the role and includes practical skills tests as well as a formal interview.	Emma Sweeny	28 August 2020	Completed	G	<p>New permanent management team in place- offering stability and consistency</p> <p>Clear management oversight on all children's files</p> <p>Management oversight adds clarity and actions are progressed for children and young people.</p> <p>Managers are confident in their roles and remit and can articulate this</p> <p>Senior managers and leaders are clear on practice issues and the steps being taken to address these</p>
	2	Utilisation of management practice standards to induct new staff and emphasise good practice.	Emma Sweeny	28 August 2020	Completed	G	
	3	The head of service and service manager continue to closely monitor the frequency and quality of supervision and will take swift performance management action as necessary.	Emma Sweeny / Heidi Baron	31 March 2021	Centralised point for storing supervision has been created dipsampling is taking place monthly	G	
	3a	Supervision continues to be monitored by the service manager and Head of Service. Monthly audit of quality of supervision to be undertaken by HoS, PSW and SM.	Emma Sweeny/Heidi Baron/Sarah Nichols	31 March 2021	Supervision quality remains a key focus and work is ongoing with managers around this.	G	
	3b	Recording and reporting of supervision on liquid logic is being explored to allow for more robust recording.	Heidi Baron/Jonathan Wellar	31 March 2021	Ongoing work with BI to look at best recording formats	G	
	4	All team managers will receive First line Management training which has a strong focus on supporting managers to become more confident to challenge staff when appropriate.	Emma Sweeny / Lydia Bennett	31 March 2021	Ann-Marie and Sami will be on the spring cohort beginning 24th March 2021	G	
	5	A new governance approach to children's improvement has been established including a children's service improvement board, chaired by the Portfolio Holder for Lifelong Learning, Early Years, SEND, Inclusion, Safeguarding Children & Young People, Children's Practice Oversight group and Children's Commissioning Group	Dawn Godfrey	08 April 2020	Completed	G	
	6	Re-focus our quality assurance activity and use our moderation process to ensure compliance and quality of audit is embedded.	Kevin Quinn	31 March 2021	Ongoing work being led by Kevin to redesign the QA framework in collaboration with staff	G	
	6a	QA focus on identifying themes arising and working with the principal social worker to share learning with staff and develop a learning loop. Feedback from parents/carers and children needs to become embedded in this learning loop.	Sarah Nichols/ Heidi Baron	31 March 2021	Work has already begun on embedding learning into staff briefing training sessions. Impact Chronology training has been completed this month.	G	
	6b	Compliance with practice reviews is treated as a performance issue. Management expectations are clear on bottom line expectations that these are completed each month without exception.	Emma Sweeny/Heidi Baron	31 March 2021	There are issues with compliance and these are being addressed without exception	G	
7	Audit compliance to be monitored by the service manager and the revised quality assurance tool used to improve practice. Audits not completed to be managed as a performance issue each month.	Emma Sweeny / Lydia Bennett	30 June 2020	Audits are reviewed every month and compliance is managed robustly/	G		

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The quality of assessments and plans to ensure that they identify needs and lead to improvements in children's well-being	8	All single assessments are monitored at 10 and 20 days to respond to the child's timeframe and maintain progress in this area.	RAIS TM	31 July 2020	Timely assessments remain a focus in the service and the team manager is driving forward this performance. 100% of assessments were completed in timescales in June.	G	Audits will show improvement in assessments and plans Higher level of satisfaction with service offered will be recorded Complaints in relation to the service will reduce Data will show continued improvement in timeliness of assessments
	9	Team managers to identify exemplars of good practice to help support others to understand what good assessments look like	Team Managers / Heidi Baron	31 March 2021	PSW continues to work with TM's to collate good exemplars of practice.	G	
	9a	Exemplars of good practice to be used in staff workshops to develop skills and help set expectations of what good looks like	Team Managers/ Heidi Baron/ PSW	31 March 2021	PSW is in the process of building our own knowledge bank of good practice	G	
	10	IRO and PSW to conduct workshops on how to formulate good plans	Denise Wynter / Sarah Nichols	31 March 2021	Ongoing work with teams around good plans is taking place- this will be an ongoing process and form part of the ongoing signs of safety implementation	G	
	11	Review of Liquid logic capability to look at management sign off to enable more robust practice oversight and ensure staff are no longer able to sign off their own plans and plans must now be signed off by their team manager prior to being shared with families and professionals.	David Wylie / Heidi Baron / Team Managers	31 October 2020	Completed Team Managers now have oversight of plans and sign them off- Next step action is to improve quality of plans and uplift practice through QA processes.	G	
	12	Progression of plans is discussed routinely in supervision to ensure appropriate level of management oversight including challenge and reflection, and evidence progress being made.	Team Managers	26 June 2020	Completed. Supervision is in place with clear focus on progression of plans	G	
	13	Principal social worker and Service Manager to analyse audits monthly and highlight the actions for learning and report to the Performance meeting.	Lydia Bennett / Sarah Nichols	26 June 2020	Completed	G	
14	PSW to add actions for learning to their work plan and this is to be shared across the service and evidence collated around how this impacts on practice.	Sarah Nichols	30 June 2020	Completed	G		
Commissioning and contract monitoring arrangements, to increase the sufficiency and quality of commissioned services, including placement matching for disabled children and those with complex needs	15	Formal monthly contract monitoring meetings take place and quality assurance measures for all contracts reviewed.	Emma Sweeny / Lydia Bennett	29 May 2020	Completed. Meetings take place every month with commissioned services.	G	Clarity around all commissioned services and actions plans around any issues raised to be presented to children's commissioning group All staff are clear and follow the right processes for commissioning services for more complex needs.
	16	Clear policy document to be created and shared with staff around the process for commissioning placements.	Karen Kibblewhite / Simon Barnett	31 July 2020	Commissioning team to brief social care on process. Briefings to be completed by 31st August-completed	G	
	16a	Review of how commissioning arrangements are implemented within social care and action plan around ensuring robust arrangements around commissioning process in place	Kevin Quinn	31 January 2021		G	
	17	Review corporate commissioning strategy for children's placements	Karen Kibblewhite / Simon Barnett	31 July 2020	Completed. Standard operating protocol revised and in place. Suggest new action around quality assurance of placements	G	
	17a	Children's social care to ensure that robust processes are in place for the quality assurance of placements for CLA and all placements have appropriate monitoring in place.	Heidi Baron/Kevin Quinn	31 December 2020	Ongoing work with Leicestershire around the quality assurance of placements on the framework-discussions are being held around an East Midlands QA framework that we are involved in.	G	

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The housing offer for vulnerable young people and care leavers, including addressing the use of bed and breakfast accommodation	18	A new housing protocol for homeless 16/17 year olds to be put in place with expectation around offer of S20/S17 support and management sign off of this decision.	Emma Sweeny / Simon Barnett	29 May 2020	Completed. Housing protocol in place and being adhered to, being revised to make more young person friendly	G	No young people will reside in bed and breakfast accommodation Clear policy in place and followed with clear audit/data. Increase in numbers of those in staying put arrangements
	19	Fostering offer to be developed to ensure that staying put is in place.	Alison Sharp / Heidi Baron	30 November 2020	Draft care leaver offer in place including staying put. This has yet to be share by the service manager for sign off but is expected by 01.12.20. This will help focus the upcoming fostering recruitment campaign to ensure staying put is a key focus.	R	
	20	Quarterly audit of homeless 16/17 years to ensure compliance with procedure.	Heidi Baron	01 March 2021	This has been completed for Q1 and Q2- Q3 to be reviewed in Januray 2021	G	
	21	Corporate review of how Rutland responds to the local issue of housing and link with work in the local plan regarding affordable, single occupancy housing for our young people leaving care and in need of housing support	Dawn Godfrey / Penny Sharp	31 December 2020	Work on this had stalled due to Covid related priority activity. Is now underway led by K Quinn.	A	
The use of the pre-proceedings phase of the public law outline, to ensure that parents can make changes within a legal framework and that children come into care when they need to	22	PLO tracker in place and updated weekly by PAPS team manager	Team Manager PAPS	15 May 2020	Completed	G	Pre-proceedings work will increase- a robust tracker will be in place that can evidence the improvement in this work
	23	Monthly meetings with legal services to discuss PLO cases and ensure progression	Emma Sweeny / Lydia Bennett	29 May 2020	Completed	G	Fewer immediate issue cases will be recorded
	24	Monthly PLO reports to practice oversight group and improvement board	Emma Sweeny / Lydia Bennett	31 July 2020	Completed	G	High level scrutiny of this area of practice by the children's practice oversight group and improvement board. Impact will be measured through our quality assurance system.

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Early permanence planning for children	25	Head of Service will have oversight of all permanence planning at Children Looked After and At Risk Of Care Panel and permanence tracker reviewed at fortnightly practice oversight group with progress reported to improvement board	Emma Sweeny	28 April 2020	Completed	G	<p>All children have a clear permanence plan</p> <p>Permanence is achieved for children without delay</p> <p>Data around timeliness of permanence improves</p> <p>IRO challenge and footprint is evident and assists in progressing children's plans swiftly</p>
	26	Service Manager to review the permanence planning procedure to ensure that this is fit for purpose and can drive changes requires.	Lydia Bennett	31 July 2020	Completed	G	
	27	New data set around Permanence and matching to be agreed and run monthly	Emma Sweeny/Heidi Baron	31 December 2020	BI have incorporated the permanace planning documents into liquid logic which will allow for reporting in relation to permanace and matching to be drawn fromn the system- this is in testing and due to go live next week.	G	
	28	IRO practice standards to be embedded to ensure that they champion and meet those standards for CLA. Additional IRO post to support with this emphasis.	Emma Sweeny / Lydia Bennett	30 June 2020	Completed. New IRO has been recruited and the IRO is clear around challenge as evidenced in practice reviews.	G	
	29	IRO practice alerts are followed up and monitored for progression	Lydia Bennett	30 June 2020	This is completed and ongoing.	G	
	30	IRO challenge/oversight is evident on case files and challenge is responded to by Team and Service Manager	IRO/Team and Service Managers	31 December 2020	IRO midway review form has now been designed and followingdiscussion with the service and some changes to the sign off will be ready to go live w/c 7/12	G	
The timeliness of foster carer annual reviews	31	Panels are scheduled and clear on expectations to sustain progress already made	Fostering Manager / Service Manager		Completed	G	All carers are reviewed on time
	32	Annual report from panel chair is completed and used to inform fostering plan	Panel Chair / Fostering Manager	31 March 2021	Not due to until end of March 2021	G	Panel annual report is able to show challenge and scrutiny of carers