

# Ofsted Action Plan

## Final

Ofsted Recommendations	Actions	Lead Officer/Key contributors	Duration	KPIs and measures	Outcomes
<p><b>1) Ensure that managers at all levels use management information effectively to oversee the work of their teams, and that performance reports include analysis, evaluation and commentary.</b></p>	<p>a) Review existing data to see what is still fit-for-purpose.</p> <p>b) Build new performance management framework;            - Establish what key indicators are required to measure performance for all areas            - Identify what service specific management information is needed to assist with oversight of operational activity            - Define what analysis and commentary is required to narrate and describe the impact of the management information            - Ensure that impact and outcomes are output, to help officers understand against the context</p> <p>c) Utilise business intelligence from other sources to assist Social Workers in understanding the wider impact of their support. Power BI (business analysis tool) from Microsoft, is being implemented to facilitate this and Children's Services is in the first phase for roll-out. The Data Warehouse solution will allow us to view outcomes for families in a holistic manner and against specific datasets.</p> <p>d) Improve data quality and consistency, to provide more accurate data</p> <p>e) Performance is challenged more robustly through management meetings, relevant boards, supervision and related forums and is monitored more regularly.</p> <p>f) Deliver bespoke training to officers who require development of their understanding in how to use data to drive service improvement.</p>	<p><b>Ali Omar - Transformation and Improvement Manager.</b></p> <p>Phillipa Brent-Isherwood - Assistant Director of Policy, Performance and Community.</p>	<p>Requirements work - December 2016, with a fully specified list of needs delivered to the Performance team in early March 2017.</p> <p>Business intelligence phase 1 rollout is due to conclude in May 2017.</p>	<p>Managers receive KPI reports monthly with weekly/fortnightly management information available.</p> <p>Supervision audits carried out show performance is challenged.</p>	<p>Children's Services are able to gather and act on intelligence to help manage demand for effectively and signpost to available services.</p> <p>Performance against key performance indicators improves.</p> <p>Service performance is well understood and appropriately scrutinised and challenged by senior managers and elected Members in order to drive improvement.</p>

<p><b>2) Ensure that partners understand thresholds, that they are applied consistently and that children referred to the MASH, or who require help out of hours, receive a timely and proportionate response.</b></p>	<p>(Refer to MASH Project and Action Plan)</p> <p>a) Work with partners to help them understand the Children's Services offer and how thresholds are applied. Hold workshops and disseminate briefings for partners in conjunction with the LSCB.</p> <p>b) Develop and deliver multi-disciplinary training, focusing on the application of thresholds.</p> <p>c) Strengthen management structure, to enable more effective day-to-day practices, ensure the correct level of decision-making is present and enable stronger oversight.</p> <p>d) Improve earlier screening of referrals and ensure this is done in agreed timescales.</p> <p>e) Quality Assurance takes place throughout the MASH and Assessment workflow. Decisions are checked for consistency by managers, upto and including the Head of Service, where needed.</p> <p>f) Ensure that cases that meet Section 47 threshold are allocated to an Assessment Social Worker for Strategy discussions.</p> <p>g) Ensure that peer support from regional partners, provides adequate challenge and actions/feedback are analysed and changes to process are made, where required.</p> <p>h) Ensure there is consistency of decision-making where s.47 s result in CP conference</p>	<p><b>Gary Jones - Head of Mash and Assessment</b></p> <p>Kate Dempsey - Principal Social Worker</p>	<p>Approach to be defined between by the end of January 2017</p> <p>Implementation will occur concurrently, where applicable. All actions to be complete and embedded by March 2018</p>	<p>Number of inappropriate referrals to MASH.</p> <p>% of referrals being responded to by EHS</p> <p>% of referrals to progressing to assessment</p> <p>% of referrals going to NFA</p> <p>% of assessments completed within 25 days.</p> <p>% of assessments ending in NFA.</p> <p>% of assessments which capture children's wishes and feelings.</p> <p>% of ICPC's held within 15 days of decision</p> <p>% of statutory visits undertaken within timescale</p>	<p>Support is delivered to Partners, allowing them to understand thresholds and make appropriate contact with the service, thus also helping to manage demands on Children's Services.</p> <p>MASH and Assessment services are fully established with quality staff, enabling more effective decision making and only appropriate cases referred to longer-term social care services.</p> <p>Referrals are quality assured by senior managers, to ensure control of throughput.</p> <p>Best practice from other LAs is considered and applied, as appropriate.</p>
<p><b>3) Ensure that all assessments of children and care leavers consider all areas of need and risk, including equality and diversity issues and health needs.</b></p>	<p>a) Ensure that the supervision policy is thorough and that the guidance is followed.</p> <p>B) Ensure that all assessments are quality assured, both through management spot-checking, through audits, through one-to-one supervision or group supervision.</p> <p>c) Ensure all staff receive appropriate training that raises the quality of assessments and covers identifying needs and managing risk. Also training is delivered on health, equality and diversity and how this should be considered and applied through assessment processes and reviews.</p>	<p><b>Robert South - Assistant Director for Children's Social Care</b></p> <p>Kate Dempsey - Principal Social Worker</p> <p>John Walsh - Group Manager SSSU</p>	<p>Work is ongoing and will be embedded into practice by September 2017.</p>	<p>All staff receive appropriate and relevant training</p> <p>Good quality information about equality, diversity and health are captured.</p>	<p>There is a strong supervision policy that is adhered to and support is provided to Social Workers by managers.</p> <p>All staff have relevant training, so they are familiar with Havering's approach to Social Care.</p> <p>Practice Week continues and drives service improvement.</p> <p>Assessments - and therefore the resulting plans - consider and respond appropriately to all areas of need and risk.</p>

<p><b>4) Improve pathway plans, reviews of pathway plans and visits to care leavers to ensure that they meet statutory requirements. Ensure that all plans for children are specific, measurable and child focused and that copies are provided to parents and carers in a timely way.</b></p>	<p>a) Review and redesign Pathway Plans so they are SMARTer and give a child the ability to influence and input to co-produce their plan.</p> <p>b) Ensure reviews are conducted in a timely manner and within agreed timescales. Use management information to ensure timescales are adhered to.</p> <p>c) Ensure all contact with clients is conducted within statutory timescales. Use management information to ensure timescales are adhered to.</p>	<p><b>Robert South - Head of Care Resources</b></p>	<p>Activity to be complete by end of June 2017</p>	<p>New pathway planning process is in place and parents and carers receive their copies within 72 hours.</p> <p>% reviews within target timescale</p>	<p>Pathway plans are SMARTer and easier to use.</p> <p>Children can input and lead their Pathway Plan.</p> <p>All contact is managed in accordance with statutory timeframes.</p>
<p><b>5) Ensure that all care leavers are fully aware of their entitlements.</b></p>	<p>a) Develop an online resource dedicated to care leavers, which allows them to find out relevant local and national information from any digital enabled platform.</p> <p>b) Engage with care leavers using MOMO, to promote entitlements.</p> <p>c) Run workshops for care leavers, so that they are aware of their entitlements and can engage with other care leavers.</p> <p>d) Scope a bespoke package of offers and incentives for care leavers, both local and national.</p> <p>e) Ensure that Pathway Plans have a reference to entitlements and the opportunity to state whether care leavers are accessing them.</p> <p>f) Establish a drop-in shop on the main high street, in order to provide support and services to care leavers.</p> <p>g) Work with the LAC nurse and ensure that Health Passport is maintained.</p>	<p><b>Robert South - Head of Care Resources</b></p> <p>Kate Dempsey - Principal Social Worker</p>	<p>February 2017 for phase 1 of direct contact.</p> <p>December 2017 for phase 2 around fully integrated and new channels to promote.</p>	<p>% of care leavers informed of their entitlements</p> <p>% of care leavers with a Health Passport</p>	<p>Care Leavers receive regular updates about their entitlements.</p> <p>An online resource is implemented that allows care leavers and all young people to discover entitlements, offers, information, advice and guidance.</p> <p>Drop-in facility is developed allowing for care leavers to receive support.</p>
<p><b>6) Ensure that all children and young people who go missing from home or care are offered prompt return home interviews and that the information obtained is used to support their safety plans.</b></p>	<p>a) Ensure all children who go missing are seen within acceptable timeframes.</p> <p>B) Ensure that all information is available and captured and used to build safety plans.</p>	<p><b>Jane Carroll - Head of Intervention and Support Service</b></p>	<p>Activity underway and to be resolved by end of June 2017</p>	<p>% of RHIs conducted within the required timescales.</p> <p>% of repeat episodes related to missing children</p>	<p>Safety plans are robust and all missing children are offered RHIs within 72 hours.</p> <p>Reduction in repeat episodes.</p>

<p><b>7) Improve the sufficiency and availability of placements for care leavers, children looked after and children with a plan of adoption so that they are well matched according to their needs.</b></p>	<p>a) Undertake an analysis of the issues which the LA faces in terms of sufficiency.</p> <p>b) Explore the development of new facilities in-borough, which increase the supply of places. Semi-indep/reside</p> <p>c) Collaborate with other Councils to work with providers to help develop the market, providing sufficient and available placements.</p> <p>d) Develop the in-house fostering offer, including the development of an enhanced provision.</p> <p>e) Private Fostering arrangements are reviewed and publicity is developed and disseminated.</p>	<p><b>Robert South - Head of Care Resources</b></p> <p>John Green - Head of Joint Commissioning</p>	<p>September 17 for analysis and strategy</p> <p>March 18 for new in-house, in-borough options.</p> <p>In-house fostering offer to be agreed by June 17</p>	<p>Proportion of LAC placed out of borough</p> <p>Proportion of LAC placed more than 20 miles away from where they used to live.</p> <p>Proportion of LAC placed in borough.</p> <p>Adoption Scorecare measures.</p> <p>Number of foster carers recruited</p>	<p>We have sufficient placements available locally.</p> <p>The in-house fostering offer attracts sufficient foster carers, to manage demand.</p> <p>New contracts are in place, reducing the unit cost of placements.</p>
<p><b>8) Ensure robust tracking and decision making for children who are subject to pre-proceedings and permanence planning, to avoid drift and delay, and that independent reviewing officers and child protection chairs provide sufficient challenge to these plans.</b></p>	<p>a) Review the Legal tracking procedure and improve efficiency.</p> <p>B) Ensure permanence planning meetings are robust and are conducted in agreed timescales to avoid drift and delay.</p> <p>c) Deliver training on permanence planning, to raise quality and ensure the right level of support is provided.</p> <p>d) Ensure that IROs and CP chairs receive information in time to provide constructive and meaningful challenge.</p> <p>e) Ensure managers provide Quality Assurance on all plans.</p> <p>f) Ensure that all gatekeeping and tracking processes are reviewed and communicated, so that staff understand the QA process.</p>	<p><b>Jane Carroll - Head of Intervention and Support Service</b></p> <p>Robert South - Assistant Director for Children's Social Care</p> <p>Kate Dempsey - Principal Social Worker/SSSU</p>	<p>Activity is due to take place between January and March 2017.</p> <p>Implementation to occur Q1 17/18</p> <p>Review of changes in Q2 and Q3 17/18</p>	<p>% of LAC who cease to be looked after due to permanency</p> <p>% reviews happen within agreed timescales</p>	<p>There is robust tracking in place that prevents drift and delay.</p> <p>Quality Assurance and challenge is provided in a timely and co-ordinated manner.</p>
<p><b>9) Take steps to ensure sufficient independent visitors for all children looked after who would benefit from this.</b></p>	<p>a) Review recruitment of volunteers and target those who are willing to become independent visitors.</p> <p>B) Ensure that there is a targeted approach to providing independent visiting to Unaccompanied Minors and children who live a great distance from their home or Havering.</p> <p>c) Explore commissioning a partner agency to support independent visiting, either by offering a complete service or the ability to spot-purchase.</p> <p>d) Advocacy</p>	<p><b>Lisa Reid - Head of Early Help</b></p>	<p>Activity is due to take place between March and August 2017, with implementation starting in September 2017.</p>	<p>Number of children seen by an IV, that benefit from support.</p>	<p>Independent visitors are available for all children looked after, who require this service.</p>

<p><b>10) Ensure that the support needs of children subject to adoption and special guardianship are comprehensively assessed and result in a plan that addresses children's individual needs</b></p>	<p>a) Ensure there are robust systems to monitor and quality assure support plans.</p> <p>B) Ensure there is a support plan in place, that has been quality assured, before a placement becomes active.</p> <p>C) Ensure that the Adoption Support Fund is included and discussed in all plans.</p> <p>d) Contribute to the development of a London Regional Adoption Agency</p>	<p><b>Robert South - Head of Care Resources</b></p>	<p>Activity is underway and to be fully complete by September 2017</p>	<p>% Assessments conducted within agreed timescales.</p>	<p>Systems are reviewed and are developed, so they can effectively help support plans.</p> <p>All support plans are in place, with the necessary quality assurance.</p>
<p><b>11) Improve the regularity and scrutiny of management oversight and the quality of staff supervision at all levels, ensuring that staff are properly held to account for their practice in providing appropriate help and support for children and reducing drift.</b></p>	<p>a) IRO will confirm that plans are 'on track' where a CP plan has been in place for 9 months ( 2nd review) and alert Head of Service, &amp; Group Manager if this is not the case. Head of Service, Group Manager &amp; IRO will review all cases where a CP Plan has been active for 15-18 months.</p> <p>b) Work with Business &amp; Performance Team to ensure regular reporting mechanisms are available to create strong management oversight. Thus creating accountability for any delay or drift.</p> <p>c) Explore how the provision for independent chairs for CIN meetings, to give oversight and scrutiny, can be developed.</p> <p>d) Training for all supervisors, to ensure there is support for all workers but also accountability for practice and satisfying quality standards.</p> <p>e) Develop an exemplar, to demonstrate best practice in case recording.</p> <p>f) Ensure that all staff have regular reflective supervision and they have a Performance Development plan in place and it is monitored regularly.</p>	<p><b>Kate Dempsey - Principal Social Worker</b></p> <p>Robert South - Head of Care Resources</p>	<p>Planning and development takes places between December 2016 and March 2017.</p> <p>Concurrent implementation will take place, as needed. With training and development occurring across 17/18.</p>	<p>% cases receiving supervision within the required frequency.</p> <p>Number of cases which are audited and receive a positive return.</p> <p>% of assessments conducted in agreed timescales</p> <p>% of reviews conducted in agreed timescales.</p>	<p>There is regular supervision for all staff and that it is of a high quality and holds staff to account for their work.</p> <p>There is reduced delay and drift across all services.</p>
<p><b>12) Increase the influence of the corporate parenting board, ensuring that the direct involvement of children is central to the board's work and that the membership and work plan target priorities effectively. Properly celebrate the achievements of children and young people.</b></p>	<p>a) Review the functions of the Corporate Parenting Panel and redefine what the key areas for scrutiny are.</p> <p>B) Establish the Corporate Parenting working group, which will have representation across young people, foster carers, councillors, schools and the voluntary sector.</p> <p>c) Develop a programme of events, which celebrate the achievements of children and young people.</p>	<p><b>Tim Aldridge - Director of Children's Services</b></p> <p>Robert South - Assistant Director for Children's Social Care</p>	<p>Develop approach in December 2016.</p> <p>Programme of events setup by July 2017.</p>	<p>Number of events held, celebrating children and young people</p> <p>Through evaluation and user surveys - Children and young people feel involved and support the direction of travel of Children Services</p>	<p>Corporate Parenting involves children into their work and priorities are managed effectively.</p> <p>Children and Young People's achievements and experiences are recognised.</p>

<p><b>13) Expedite the development or re-commissioning of the electronic system to ensure that it is fit for purpose, that it adequately supports the planning and recording requirements of the care leavers' service, the provision of management information and enables proper storage of adopters' records.</b></p>	<p>a) Carry out a pre-procurement exercise, to determine the requirements of Children's Services. Ensure that all staff are engaged and can contribute.</p> <p>B) Carry out a tendering process and select the provider that meets requirements and satisfies operational and financial constraints.</p> <p>c) Conduct Implementation phase, ensuring all workflows are manageable and efficient, maximising time Social Workers spend with families.</p> <p>d) Develop management information structure based on requirements</p> <p>e) Train staff in how to use the new system</p>	<p><b>Ali Omar - Transformation and Improvement Manager.</b></p> <p>Nathan Roggenbaum - Senior Project Manager</p>	<p>Pre-procurement to be completed by April 2017.</p> <p>Tendering and selection process completed by January 2018</p> <p>Implementation by January 2019.</p>	<p>Social workers are involved in specifying outcomes</p> <p>New system is procured and implemented.</p>	<p>Tender process commences and evaluation complete</p> <p>New system is in place and being fully used.</p>
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