

West Berkshire Council – Inspection of Services for Children in Need of Help and Protection, Children Looked After and Care Leavers

(DRAFT) OFSTED ACTION PLAN July 2015

This initial plan addresses issues identified by Ofsted in their report dated 13 May 2015 as needing priority and immediate action, as well as those areas for improvement.

In addition the local authority's overarching Service Improvement Strategy will address the improvement journey of Services to "Good".

West Berkshire is a great place for children to grow up. Generally West Berkshire's children and young people do well. They are safe and healthy, achieve high educational standards through attending good schools, and move on into higher education or employment and a secure and prosperous future.

Our **vision** is for our most vulnerable children, including those looked after by the local authority itself, to achieve outcomes that are every bit as good as their peers across all areas of their lives.

We understand children in the context of their families and communities, and we prioritise supporting vulnerable families and working with communities so that their children can do well and be safe within their own family whenever possible.

Where children and young people can't remain with their birth or extended families, despite high quality family support, and are looked after by the local authority, we want them to know that we are ambitious, driven and committed Corporate Parents, striving to help them reach their full potential. For these children and young people we prioritise finding the best permanent home for them, so that they can have a stable base from which to build a secure future; and supporting them, while in our care, to be safe, stay healthy and achieve academically and otherwise.

The vision for children and family services in West Berkshire is of a service that is – at the very least - **"good"**, if not outstanding. To achieve this we will build on the existing strengths acknowledged in the Ofsted report and on the principles already established in the Brilliant West Berkshire programme and will implement a service infrastructure and governance arrangements which support these strengths and principles.

Existing Strengths

- “Signs of Safety” framework
- Good relationships between young people and their personal advisors and / or social workers
- The good range of management information and data
- Implementation of a social work academy
- Family Resource Service, (including Domestic Abuse Response Team, Family Intervention Team, Family Support Team)
- Strong early help commissioning arrangements
- Help for Families Team
- Turnaround Families programme
- Disabled Children’s Team
- Action in relation to children who go missing
- Virtual School and Looked After Children’s Education Service (LACES)
- Alternative curriculum provision
- Stable foster care arrangements
- Good “adoption scorecard” outcomes
- “Adopt Berkshire”
- Our strong presence at the family justice board
- Our outstanding youth offending team
- Social worker positivity about West Berkshire as an employer

Brilliant West Berkshire Principles

- **Restorative approaches** (already evident in the Signs of Safety framework, the FRS and the YOT in particular)
- **Focusing on strengths and assets** in families and not problems or deficits (through the use of family group conferencing, solution-focused approaches, “Think Family” philosophy)
- **Focusing on peoples lives** – in this case through concentrating on “children’s voice”.
- **Finding ways to say “yes” differently** – by building on our successful early help to keep children and families safely out of our statutory services.

This draft improvement plan has been drawn up by West Berkshire Council in discussion with LSCB partners. The Ofsted recommendations have been mapped to five workstreams, owned and led as follows:

Improvement Workstream – Ownership

Workstream	Strategic Sponsor	Operational Lead
1. Improving Leadership, Management, Governance and Partnerships	Portfolio Holder for Children's Services supported by Portfolio Holder for Education	Corporate Director - Communities
2. Improving the Quality of our Practice	Corporate Director - Communities	Head of Children and Families Services
3. Strengthening, Stabilising and Improving the Quality of Our Workforce	Corporate Director - Communities	Head of HR
4. Improving Services to Children in Need of Help and Protection	Head of Children and Families Services Supported by Head of Prevention and Developing Community Resilience	Service Manager – CAAS Service Manager – Localities
5. Improving Services to children looked after and care leavers	Head of Children and Families Services	Service Manager – Family Placement Team

Improvement Workstreams – Objectives and Improvement Commitments

<p>A: Improving our Leadership, Management, Governance and Partnerships</p> <p>We will improve outcomes for children by committing the council’s resources to ensuring a good quality of service for children, young people and families in whatever capacity we work with them, and by exercising system leadership so that our partners do so too.</p>	<p>B: Improving the Quality of our Practice</p> <p>We will improve outcomes for children by making sure we achieve consistently good practice in child and family social work and across the wider children’s workforce, helping children to stay safe, be healthy, achieve their full potential and to contribute to the life of the district in a meaningful way.</p>	<p>C: Strengthening, Stabilising and Improving the Quality of our Workforce</p> <p>We will improve outcomes for children by developing and sustaining the kind of environment, rooted in restorative practices, in which good social work practice can thrive, thereby encouraging social workers and others to commit to West Berkshire’s children, young people and families and to building meaningful relationships with them.</p>
<p><i>Improvement Commitments</i></p> <ul style="list-style-type: none"> • West Berkshire will become good at safeguarding. (Council Strategy, 2015-2019) • West Berkshire’s Sufficiency and Looked After Children’s Strategies will be up-to-date, aligned and annually reviewed ensuring sufficient good quality placements to meet the current and future needs of children coming into care. • West Berkshire’s Corporate Parenting Panel and R:Vue (Children in Care Council) will be able to evidence their positive impact on outcomes for looked after children • West Berkshire will make sure management information is understood and used by both strategic and operational managers to improve practice and performance. 	<p><i>Improvement Commitments</i></p> <ul style="list-style-type: none"> • West Berkshire will meet expected timescales. • West Berkshire will have a robust permanency policy to prevent drift and delay • West Berkshire will ensure children and young people’s care planning is timely and effective. • West Berkshire will ensure that supervision practice always complies with the authority’s policy. • West Berkshire will embed robust management oversight so that management actions and decisions are responded to and evidenced • West Berkshire will not tolerate poor practice and will challenge it and take robust action when required • West Berkshire will take legal advice, and 	<p><i>Improvement Commitments</i></p> <ul style="list-style-type: none"> • West Berkshire will have a stable, secure workforce in children’s social care. (Recruitment and Retention Strategy, July 2014) • West Berkshire is committed to securing consistency in practice and working relationships with children, young people and families.

<ul style="list-style-type: none">• West Berkshire will commission a standalone “test of assurance” of the dual role of the DCS from an external provider.	<p>legal action, promptly when the situation requires it.</p> <ul style="list-style-type: none">• We will strengthen the challenge from our IRO and CP Chairs	
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<p>D: Improving services to children in need of help and protection</p> <p>We will improve outcomes for children by building on the strength of our best existing teams and services, embedding our restorative approaches through “Signs of Safety”</p>	<p>E: Improving Services to Children Looked After and Care Leavers</p> <p>We will improve outcomes for children by ensuring that they remain with or return to their families wherever safely possible and plan for permanency from the outset</p>
<p><i>Improvement Commitments</i></p> <ul style="list-style-type: none"> • West Berkshire will take legal advice, and legal action, promptly when the situation requires it. • West Berkshire’s management oversight will be both reflective and challenging. It will focus on the child’s experience, current risks, needs and strengths and the effectiveness of the current plan and interventions. • West Berkshire’s core groups and child protection conferences will effectively monitor cases to make sure that where there is a lack of progress in improving a child’s situation, robust action follows to remedy this deficit. • West Berkshire will secure the quality of CSE practice more consistently so that all young people subject to CSE intervention have a clear record which is consistent and which influences their care planning effectively. 	<p><i>Improvement Commitments</i></p> <ul style="list-style-type: none"> • West Berkshire will work with families so that children in care can promptly return to their birth families where it is safe and appropriate for them to do so • West Berkshire will plan for permanency alongside rehabilitation, so that prompt permanency decisions can be made and enacted • West Berkshire will make available good quality life story work for those children who need it • Looked after children’s health needs will be monitored and scrutinised at West Berkshire’s Corporate Parenting Board • All statutory care planning processes will be consistently in place for West Berkshire’s looked after children • Young people’s wishes and feelings will influence their care plans and service development • All West Berkshire Care Leavers will have health passports.

Outcomes, Actions and Success Measures – By Improvement Workstream

A: Improving our Leadership, Management, Governance and Partnerships	
Outcome	We will improve outcomes for children by committing the council’s resources to ensuring a good quality of service for children, young people and families in whatever capacity we work with them, and by exercising system leadership so that our partners do so too.
Improvement Commitments	<ul style="list-style-type: none"> • West Berkshire will become good at safeguarding. (Council Strategy, 2015-2019) • West Berkshire’s Sufficiency and Looked After Children’s Strategies will be up-to-date, aligned and annually reviewed ensuring sufficient good quality placements to meet the current and future needs of children coming into care. • West Berkshire’s Corporate Parenting Panel and R:Vue (Children in Care Council) will be able to evidence their positive impact on outcomes for looked after children • West Berkshire will make sure management information is understood and used by both strategic and operational managers to improve practice and performance. • West Berkshire will commission a standalone “test of assurance” of the dual role of the DCS from an external provider
Related Ofsted Recommendations	<p><i>Priority & Immediate Action</i> Ofsted 1: Implement the following areas for improvement from the previous inspection:</p> <ul style="list-style-type: none"> • Legal advice is sought when necessary and this leads to appropriate action and timely legal intervention. • Management oversight is both reflective and challenging and focused on the child’s experience, current risks, needs and strengths and the effectiveness of the current plan and interventions. • Ensure core groups and child protection conferences effectively monitor cases to ensure that where there is a lack of progress in improving a child’s situation this leads to robust action. <p><i>Areas for Improvement</i> Ofsted 5: Develop a revised and updated looked after children strategy, aligned with the sufficiency strategy and based on a clear analysis of current and future need, with clear actions to address these.</p> <p>Ofsted 6: Ensure that the corporate parenting board and children in care council (R:Vue) consistently contribute</p>

	<p>to improved outcomes for looked after children.</p> <p>Ofsted 7: Conduct a robust test of assurance of the dual role of the Director of Children’s Services (DCS) and act on its findings.</p> <p>Ofsted 8: Ensure that all operational and strategic managers understand and use the management information and data available to them in order to oversee and improve practice and performance.</p>
<p>How will we know we have done it?</p>	<ul style="list-style-type: none"> • Resourcing proposals have been agreed by council and implemented by the DCS, with evidence of impact available. • Legal tracker shows no cases delayed in pre-proceedings or proceedings. • Supervision records can evidence, and supervision audit confirms, that management oversight meets the required standard. • Core group and child protection conference records show evidence of robust oversight with audit confirming that the majority of cases are <u>good</u> and drift and delay are not occurring. • Updated looked after children, corporate parenting and sufficiency strategies are in place and the actions in them have been implemented, with the impact subject to monitoring by the Corporate Parenting Board and LSCB as appropriate. • A Care Leavers’ Participation Forum is established. • There is documented evidence of the contribution of R:Vue (junior and senior) and the new Care Leavers Forum being involved in the design and development of proposals to improve children’s outcomes, engaged in the deliberation of the Council’s decision-making bodies, and participating in scrutiny and review of the expected outcomes. • The externally commissioned “test of assurance” will be complete and the Council will be able to evidence how it has acted on its advice. • Performance data shows steady improvement against all measures, and where exception reporting occurs, Service Managers and Team Managers are able to show a clear understanding of the reasons for any underperformance.

Improvement Commitment	West Berkshire will become good at safeguarding. (Council Strategy, 2015-2019)				
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
Undertake a strategic review of children's services which considers capacity, demand, volume, performance, and resourcing in the frontline social work teams, with a focus on caseloads, management oversight, quality and outcomes.	End May 2015	Catherine Parry (Interim HoS, Children and Families)	Green	Review completed 19 May 2015. Initial proposals to Corporate Board 26 May 2015. <i>This work underpins a "getting to good" paper, which is the second phase of any improvement plan.</i>	Catherine Parry was covering the HoS role as an interim this was part of her workload to complete prior to the permanent HoS starting. Costs embedded in service's pressures to date.
Conduct the Social Work Reform Board "Health Check" across the social work teams to include all social workers. Findings to be reporting back to DCS and Communities Directorate Leadership Team by the Principal Social Worker.	End July 2015	Rashida Baig (PSW)	Green	Health check in progress. (Ali Roe project managing).	Current Principal Social Worker is undertaking this task, she is currently an agency worker and her costs are embedded in the service's pressures to date.
Identify and implement immediate resourcing requirements to secure teams and social work practice.	Current	Catherine Parry (Interim HoS, Children and Families)	Orange	This has been identified as necessary in two of the four frontline social work teams to secure caseloads and timeliness.	. Supernumerary posts are in place in frontline social work teams to secure caseloads and enable a safe response to volume capacity and demand. These posts are outlined below at agency rates and a full year cost starting April 2015 : Contact Advice and

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Assessment Service
 4 Social work posts @
 £67,689
 = £270,756

1 ATM @ £80,158
 = £80,158

East Locality
 1 SW @ £67,689

1 ATM @ £80,158
 = £80,158

Total costs if these posts remain for the year and they remain as agency posts =
£498,761

If the posts could become permanent with 5 SW posts @£40K and 2 ATM posts @£50K this would cost
£300K

<p>Council's Executive to review the recommendations of the Strategic Review (subject to its further amendment after staff consultation and health check recommendations) and consider implementation in pursuit of "Getting to Good"</p>	<p>Jan 2016</p>	<p>Mac Heath (HoS)</p>	<p>Subject to ongoing consultation with Corporate Board / Council's Executive . .</p>	<p>In total the cost of implementing the recommendations of the strategic review would be £1.3 m additional resource (as currently outlined in the "Getting to Good" paper). This would be the longer</p>
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strategy.					<p>term response to improvement and would span 2016/17.</p> <p>Note: <i>The supernumerary capacity identified above is included in this £1.3 m but is necessary now in order to secure the safe running of the service.</i></p> <p>The Strategic Review continues to be under scrutiny as improvement work progresses and volume, capacity and demand is interrogated weekly and monthly to ensure the service is evidencing the need for the resources requested.</p>
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Improvement Commitment	West Berkshire's Sufficiency and Looked After Children's Strategies will be up-to-date, aligned and annually reviewed ensuring sufficient good quality placements to meet the current and future needs of children coming into care.				
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
Undertake analysis of current and future needs of looked after children. Identify actions to address these.	End June 2015	Sandie Dopson (SM, Family Placement Team)		Data collection under way. Children's commissioner engaged.	<p>Children's commissioner @£350 per day for 5 days a week and 6 month period</p> <p>Total £42,000</p> <p><i>Note: The intention is that</i></p>

					<i>this post should be cost neutral due to savings accrued through better commissioning. Therefore it is possible that this cost will be entirely mitigated. However it has not yet been possible to evidence this.</i>
Develop revised, updated and aligned strategies for: <ul style="list-style-type: none"> • Looked after children • Corporate Parenting • Placement Sufficiency 	End September 2015	Sandie Dopson (SM, Family Placement Team)		Awaiting completion of data collection.	No additional cost
The Looked After Children, Corporate Parenting and Sufficiency Strategies to be subject to annual review.	End September 2016 and annually thereafter	Sandie Dopson (SM, Family Placement Team)		Medium term objective, Not yet initiated.	No additional cost

Improvement Commitment	West Berkshire's Corporate Parenting Panel and R:Vue (Children in Care Council) will be able to evidence their positive impact on outcomes for looked after children				
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
Develop Participation and Engagement Strategy in collaboration with children and young people, parents and partners.	September 2015	Dave Wraight (Service Manager, YOT and IYSS)			No additional cost

		Sandie Dopson (SM, Family Placement Team)			
Care Leavers Forum to be established.	End Sept 2015	Rachel Palin (Team Manager, Leaving Care Team)			No additional cost
Corporate Parenting Board to evidence robust monitoring of: <ul style="list-style-type: none"> • LAC health assessments • LAC dental checks • LAC access to CAMHS • LAC reviews held on time • LAC educational attainment • Numbers of SGOs and adoptions • Adoption timescales • LAC placement stability • LAC placements out of district / >20miles • LAC in non-family based settings • Completion of pathway plans • Completed SDQs • Average SDQ score ...leading to improved	29 June 2015	Sandie Dopson (SM, Family Placement Team)	<p>Already an established part of CPB monitoring; requires a stronger drive to secure improved performance on these measures.</p> <p>All performance data is now subject to interrogation at a monthly performance board, weekly team meetings and SM monthly reporting.</p> <p>SM for LAC is constructing a team manager report template alongside FPT which will also capture this data fortnightly.</p> <p>Adopt Berkshire to secure regular reporting framework into the Local Authority.</p>	No additional cost	

performance.					
Corporate Parenting Board will <u>always</u> include young people's meaningful participation, from either Junior or Senior R:Vue or Care Leavers' Forum.	29 June 2015	Dave Wraight (Service Manager, YOT and IYSS) Sandie Dopson (SM, Family Placement Team)		A review of participation activity and securing a forward plan into CPP is being undertaken by Service Managers.	No additional cost

Improvement Commitment	West Berkshire will make sure management information is understood and used by both strategic and operational managers to improve practice and performance.				
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
DataZone to receive "double review" by Service and Team Managers on a monthly basis, with performance challenge from Team Managers to team members after draft dataset is issued and performance challenge to Service and Team Managers from HoS after finalised dataset is issued.	April 2015	Catherine Parry (Interim HoS, Children and Families)		In addition to weekly oversight in the teams, SM oversight in monthly highlight reports and exception reporting through SMMS there is also a double review in place to ensure remedial actions are identified and secured, with Team Managers ensuring remedial action on system records after draft dataset is issued and final dataset reviewed by HoS with Service Managers in a monthly Performance Board. Performance commentary is also now being secure monthly and reported to the DCS	No additional cost

				through CDLT.	
Review of Service and Team Managers' understanding and use of data, with training and development needs reflected in personal development plans.	July 2015	Mac Heath (HoS, Children and Families)		Awaiting arrival of substantive HoS and completion of first quarter's engagement of SM and TM in new performance monitoring arrangements.	No additional cost if corporate performance and HR colleagues can assist
Bespoke training to secure the understanding and use of data to be commissioned as required to respond to training needs identified in Service and Team Managers.	October 2015	Rob O'Reilly (HoS, HR)		To be commissioned as required.	No additional cost if corporate performance and HR colleagues can assist

Improvement Commitment	West Berkshire will commission a standalone "test of assurance" of the dual role of the DCS from an external provider.				
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
Commission "test of assurance" of dual role of the DCS from external provider	End June 2015	Nick Carter (Chief Executive)		Exploring alternative routes to achieve this. Early proposals from commercial third parties were expensive and offered little added value. Now considering a peer review alternative.	Worst case scenario = Cost £12K . Better value alternatives being explored.
Receive output of "test of assurance" and consider appropriate action in the light of its findings.	Autumn 2015	Nick Carter (Chief Executive) Gordon Lundie (Council			No additional cost

		Leader)			
Subject to consultation and agreement, any agreed changes arising from the “test of assurance” findings to be adopted by Council.	tba	Council			Costs of any recommendations to be considered by Council before approval of any recommended changes.

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B: Improving the Quality of our Practice	
Outcome	We will improve outcomes for children by making sure we achieve consistently good practice in child and family social work and across the wider children's workforce, helping children to stay safe, be healthy, achieve their full potential and to contribute to the life of the district in a meaningful way.
Improvement Commitments	<ul style="list-style-type: none"> • West Berkshire will meet expected timescales. • West Berkshire will have a robust permanency policy to prevent drift and delay • West Berkshire will ensure children and young people's care planning is timely and effective. • West Berkshire will ensure that supervision practice always complies with the authority's policy. • West Berkshire will embed robust management oversight so that management actions and decisions are responded to and evidenced • West Berkshire will not tolerate poor practice and will challenge it and take robust action when required • West Berkshire will take legal advice, and legal action, promptly when the situation requires it. • West Berkshire will strengthen the challenge from our IRO and CP Chairs
Related Ofsted Recommendations	<p><i>Priority & Immediate Action</i> Ofsted 2: Prevent unnecessary drift and delay in all stages of social work intervention. Ensure, through robust management oversight and decision-making, that work with children and their families is purposeful, timely and of a consistently good standard.</p> <p><i>Areas for Improvement</i> Ofsted 9: Ensure that assessments and plans are of a consistently good standard, with analysis and consideration of risk and protective factors and the individual needs of all children in the family.</p> <p>Ofsted 10: Ensure that staff and case supervision complies with the local authority's own supervision policy, and that rigorous tracking of plans for children takes place through this process.</p>
How will we know we have done it?	<p>Timescales met for:</p> <ul style="list-style-type: none"> • Single assessments within 45 days • ICPCs held within 15 days of S47 • Child protection reviews on time • LAC Reviews on time • CP visits within 10 days <p>Increased % of audits that show "good" or better practice</p>

	<p>Reduced % of audits that show “inadequate” practice Reduction to 0 of case audits that find a case “inadequate” for a second or subsequent time. Increased % of completed supervisions evidencing both challenge and reflection Legal tracker shows no cases delayed in pre-proceedings or proceedings. Reduction in numbers of children looked after under S20 arrangements Evidence of challenge by CP Chairs and IROs documented in Conference and Review minutes Documented increased use of dispute resolution process by IROs Permanency Policy</p>
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Improvement Commitment	<ul style="list-style-type: none"> West Berkshire will meet expected timescales. 				
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
<p>Supervision to include appropriate task focus to ensure social workers are meeting expected and statutory timescales. Where there are deficits, remedial action to be required as a priority and evidenced on the case record within a week.</p>	<p>With immediate effect.</p>	<p>TMs and ATMs</p>		<p>A refresh of the supervision policy and tools has been completed and cascaded.</p> <p>An audit of its impact will be undertaken and outcomes reported through the QA Board in August 2015.</p> <p>A refresh of the recording policy has been completed and cascaded on 28/05/15</p> <p>Case Planning and decision making on specific issues including Section 20 and legal matters have been subject to specific review.</p> <p>A panel is to be set up for these specific issues to secure remedial actions and SM will be tracking their implementation .</p> <p>An overarching multi agency solutions panel is to be implemented to oversee all care planning going forward, Terms of Reference are being finalised.</p> <p>Current key Quantitative data status as at April 2015 :</p> <ul style="list-style-type: none"> Single assessments in month completed within 45 is 68% (May 2015) up from 61% in April 2015. 	<p>No additional cost for these activities which should be “business as usual”.</p>

				<ul style="list-style-type: none"> All assessments are being tracked weekly and increased temporary management and social work capacity is showing improvement. ICPCs held within 15 days of S47 56% (May 2015) a significant worsening of performance in this area. Child protection reviews on time maintained at 100% (May 2015) LAC Reviews on time maintained at 100% (May 2015) CP visits within 10 days 92% (May 2015) <p>The data zone offers a more comprehensive overview.</p>	
Use of DataZone “double review” by Service and Team Managers on a monthly basis, to secure performance challenge from Team Managers to team members after draft dataset is issued leading to improved record keeping on RAISE system and better evidence of performance improvement.	April 2015	SMs and TMs		Monthly data zone with commentary will be submitted to CDLT. Quarterly to Corporate Board and as requested by the LSCB (to be determined)	No additional cost with corporate performance team support.

Improvement Commitment	<ul style="list-style-type: none"> West Berkshire will have a robust permanency policy to prevent drift and delay 				
Action	By	By	RAG	Status Update	Cost/Resources

	When?	Whom?			required
Permanency Policy drafted and issued for annual review.	September 2015	Sandie Dopson (SM, FPT)		Not yet started.	No additional cost

Improvement Commitment	<ul style="list-style-type: none"> West Berkshire will ensure children and young people's care planning is timely and effective. 				
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
Commission audit of open cases to review for drift and delay (and quality of life story work where relevant) and provide assurance over levels of actual current, remediable delay in casework.	End June 2015	Mac Heath (HoS, Children and Families)		<p>Catherine Parry secured a business proposal from an agency 27th May 2015 to be considered with Mac Heath on his arrival 01/06/15.</p> <p>Audit not yet commissioned as we have to take into account Ofsted and DfE Improvement Officers views about the model we plan to implement.</p>	This process will be required to the end of the financial year from August 2015, which will include 8 months. 8 x 20 cases @ £85 per case is a total of £13,600.
Supervision to include appropriate task focus to ensure that any drift or delay is identified and remedied. Where there are deficits, remedial action to be required as a priority and evidenced on the case record within a week.	With immediate effect.	TMs and ATMs		<p>Confirmation at QA Board (2 July 2015) that revised supervision practice implemented.</p> <p>Recommended action: Review effectiveness of implementation Autumn 2015.</p>	No additional cost
IROs and CP Chairs to challenge drift or delay evidenced at LAC Reviews or CP Review Conferences, to set actions to remedy any deficits and to review completion of those actions within a week of setting them.	End June 2015	CAR Service Manager.		CAR Service Manager replaced on an interim basis by PSW until a permanent appointment can be made.	No additional cost

All full audits undertaken in the audit programme to use the "SIF inspection Audit Tool" for recording audit outcomes.	April 2015			Agreed at 30 March 2015 QA Board. Implemented for May / June audit cycle.	No additional cost
Audit programme outputs reviewed at QA Board; "inadequate" casework subject to immediate remedial action; social workers and Team Managers found to have repeat inadequate audits subject to capability processes.	Ongoing.	SMs and TMs		Refreshed approach to inadequate audits requires report into the HoS for repeat IA outcomes by TM/SW and SM. Review May / June audit outcomes and actions at QA Board in August 2015.	No additional cost

Improvement Commitment	<ul style="list-style-type: none"> West Berkshire will ensure that supervision practice always complies with the authority's policy. 				
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
Supervision protocol to be reviewed by Principal Social Worker to establish its level of effectiveness on case management.	End October 2015	Rashida Baig (Principal Social Worker)		This is complete and effectiveness audit planned for August 2015. PSW currently managing CAR Team, may put this action at risk.	No additional cost
Recording policy to be reviewed by Principal Social Worker to establish its effectiveness in evidencing sound practice.	End October 2015	Rashida Baig (Principal Social Worker)		This is complete and effectiveness audit to be planned for November 2015 PSW currently managing CAR Team, may put this action at risk.	No additional cost
Supervision Audit actions to be implemented in all teams and subject to review by Internal Audit by End October 2015	With immediate effect.	All teams. Internal audit.		Review not due until October.	No additional cost

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Improvement Commitment	<ul style="list-style-type: none"> West Berkshire will embed robust management oversight so that management actions and decisions are responded to and evidenced. 				
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
Social workers and first line managers to receive training in reflective supervision.	End December 2015	External Training provider		This is currently available individually by request to the PSW. Externally commissioned training still needs to be costed before a decision as to whether or not to provide it.	20 days @£100 a day = £20K
Scheme of delegations and issue escalation protocol to be developed and implemented to reassert levels of accountability and performance expectations.	End September 2015	Mac Heath (HoS, Children and Families)			No additional cost
Service Managers to be challenged to support Team Managers in securing timely and effective action in their teams, taking personal responsibility for service improvements.	With immediate effect.	Service Managers, to be monitored in SMM.		Weekly SMMs meetings are now in place including a monthly performance board and highlight report.	No additional cost

Improvement Commitment	<ul style="list-style-type: none"> West Berkshire will not tolerate poor practice and will challenge it and take robust action when required 				
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
Managers to undergo HR training related to capability issues.	End December 2015	In-house Training			No additional cost with support from Corporate HR colleagues
Whistleblowing policy to be re-	End	In-house			No additional cost No

issued to staff and training provided.	December 2015	Training			cost with support from Corporate HR colleagues
<p>Managers to receive initial or refresher training in:</p> <ul style="list-style-type: none"> • Restorative practice • Signs of Safety • Solutions focused practice to support their development of high support, high challenge skills. 	End December 2015	Mac Heath (HoS, Children and Families)		<p>Restorative practice training already taking place at every level within the Communities Directorate.</p> <p>SoS and Solutions-focused practice to be commissioned.</p>	<p>Three separate course required, 20 days per course @ £1000 a day for each course to be accessed throughout the year as new starters join.</p> <p>Annual cost over the year would be £60K. (Less £20k in the first year as restorative practice training is already being implemented).</p> <p>This would need to be ongoing, but potentially the number of days reduced 15/16 and 16/17 if staff establishment remains stable and all core workforce is trained.</p>
References of agency staff to be seen and approved by Service Manager before those staff join any team. On exit from the service, references to be reviewed for accuracy and any discrepancies to be reported to the agency and to future employers where	With immediate effect.			All agency staff are subject now to a face to face interview.	No additional cost

known.					
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Improvement Commitment	<ul style="list-style-type: none"> We will take legal advice, and legal action, promptly when the situation requires it. 				
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
Where risk to children and young people has not reduced within the timeframe set in any care plan, legal advice will be sought.	With immediate effect.	TMs and ATMs			No additional cost for the following “business as usual” actions.
Child in Need Procedures which include clear structure and expected timescales for improvement in CiN cases to be established and implemented in all teams where CiN cases are held.	End August 2015	Sue Adamantons (SM, Localities)			As above
Children and young people will not be accommodated under S20 without legal advice being sought first and the advice documented on the child’s case record. HoS will continue to oversee and approve all accommodation decisions.	With immediate effect. Ongoing	TMs and ATMs			As above
All children and young people open to children’s services will have a meeting at no greater than 6 weekly intervals until permanence decisions are	End June 2015	Lead social worker. TAF / Core			As above

secured.		Group / Other relevant Meeting.			
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Improvement Commitment					
We will strengthen the challenge from our IROs and CP Chairs					
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
Child protection plans will be outcome focused, including SMART actions.	End June 2015	Social workers, ATMs, CAR Team.		CAR Service Manager replaced on an interim basis by PSW until a permanent appointment can be made.	The cost for this post is in the core budget and will be taken into account in budget monitoring. It is a necessary ongoing core post for the service.
CP Chairs will challenge CP Plans which don't contain SMART outcomes and any challenge will be documented on the case record.	End June 2015	CP Chairs. CAR Team.		CAR Service Manager replaced on an interim basis by PSW until a permanent appointment can be made.	No additional cost
IROs and CP Chairs will be trained in challenge conversations in the restorative practice model.	Ongoing.	Andrea King, (HoS, P&DCR Service)		CAR Service Manager replaced on an interim basis by PSW until a permanent appointment can be made.	No additional cost
Care Plans will be outcome focused, including SMART actions.	End June 2015	IROs / CP Chairs, CAR Team		CAR Service Manager replaced on an interim basis by PSW until a permanent appointment can be made..	No additional cost
IROs will use the dispute resolution process. Use of the dispute resolution process will be monitored by the QA Board in order to inform practice development.	End June 2015	IROs / CP Chairs, CAR Team.		CAR Service Manager replaced on an interim basis by PSW until a permanent appointment can be made.	No additional cost

C: Strengthening, Stabilising and Improving the Quality of our Workforce	
Outcome	We will improve outcomes for children by developing and sustaining the kind of environment, rooted in restorative practices, in which good social work practice can thrive, thereby encouraging social workers and others to commit to West Berkshire's children, young people and families and to building meaningful relationships with them.
Improvement Commitments	<ul style="list-style-type: none"> West Berkshire will have a stable, secure workforce in children's social care. (Recruitment and Retention Strategy, July 2014) West Berkshire is committed to securing consistency in practice and working relationships with children, young people and families.
Related Ofsted Recommendations	<p><i>Priority & Immediate Action</i></p> <p>Ofsted 4: Implement the workforce strategy as swiftly as possible to improve workforce stability and ensure that children have consistent social workers, who see them on their own and with whom they can develop meaningful relationships.</p>
How will we know we have done it?	<p>% of agency social workers is reduced to below 20%</p> <p>Churn of agency social workers is reduced so that we can demonstrate that the majority of our agency social workers stay with us on contracts of 3 months or more.</p> <p>Turnover of permanent staff is reduced.</p> <p>Permanent and agency staff have all been trained in "Signs of Safety" and restorative approaches within the first month of their time in West Berkshire.</p>

Improvement Commitment	<ul style="list-style-type: none"> West Berkshire will have a stable, secure workforce in children's social care. (Recruitment and Retention Strategy, July 2014) 				
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
Work with TMP to deliver the recruitment campaign reasserting why West Berkshire should be a place of	July 2015	Mac Heath (HoS, Children		Preliminary work under way and due to complete end June 2015, for launch July 2015.	Up to £30K one off cost. This is accounted for in the service's recruitment and retention strategy

interest to qualified, experienced social workers wanting a permanent role.		and Families)			agreed 2014. <i>It is not an additional Ofsted cost.</i>
Weekly review of staffing challenges by Service Managers, shared Head of Service.	May 2015 onwards.	All Service and Team Managers		This is on the SMMs weekly meeting agenda Extra HR support has been commissioned to secure the permanent and agency recruitment business processes more effectively.	No additional cost
Monthly reporting of staffing challenges to DCS	June 2015	Mac Heath (HoS, Children and Families)		This will be embedded in the performance report to go to CDLT	No additional cost
HR colleagues commissioned to secure the business processes for both permanent and agency recruitment to ensure a consistent, timely and effective model is applied.	End August 2015	Mac Heath (HoS, Children and Families)		Activity agreed with HR. Working with HR to a 3 month timescale. This may include the recruitment of business support roles specifically to manage children's services recruitment (subject to further consideration between the HoS and Portfolio Holder).	The Service is considering using R&R funding to secure two recruitment business support officers. This is because the preferred option of recruiting a specialist social work recruitment officer has not been successful. Cost £48K annual ongoing cost. <i>This is not an additional Ofsted improvement cost.</i>

Improvement Commitment	West Berkshire is committed to securing consistency in practice and working relationships with children, young people and families.				
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
Agency social workers to be routinely contracted for no	With immediate	All Service and Team			No additional cost

fewer than 3 months at a time (subject to adequate performance in role)	effect	Managers		
All social workers to receive appropriate induction including: <ul style="list-style-type: none"> • Full RAISE training (first day) • “Signs of Safety” training (first week) • Introduction to “restorative approaches” (first month) 	End July 2015	All Service and Team Managers		No additional cost, with corporate teams’ support.
Use of agency staff to continue, to ensure that all vacant posts are adequately covered. The following recruitment standards to apply: <ul style="list-style-type: none"> • Agency staff to be recruited <u>only</u> after a successful face-to-face interview. • Telephone interviewing to cease, other than for shortlisting purposes. • Preference to be given to agency staff with existing knowledge and understanding of “Signs of Safety” framework. 	With immediate effect	All Service and Team Managers		<p>Agency posts cost 58% more than a permanent post. Statutory guidance requires open cases to have an allocated social worker so vacancies must be covered to ensure this is in place.</p> <p>The pressure of social work vacancies being covered by agency workers is currently being modelled in the quarter one budget monitoring process by finance.</p> <p>This is not an additional Ofsted cost and this pressure will be seen in Children’s Service overall pressures for 2015/16 when completed mid</p>

					<p>July.</p> <p>Actions are in place to mitigate against this including the recruitment and retention strategy and a recruitment campaign being developed.</p>
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D: Improving services to children in need of help and protection	
Outcome	We will improve outcomes for children by building on the strengths of our best existing teams and services, embedding restorative approaches through “Signs of Safety” and restorative practice training and ensuring that purposeful direct work with children and families helps them to improve their lives and reduces risk of harm.
Improvement Commitments	<ul style="list-style-type: none"> • West Berkshire will seek legal advice when necessary and this will lead to appropriate action and timely legal intervention. • West Berkshire’s management oversight will be both reflective and challenging. It will focus on the child’s experience, current risks, needs and strengths and the effectiveness of the current plan and interventions. • West Berkshire’s core groups and child protection conferences will effectively monitor cases to make sure that where there is a lack of progress in improving a child’s situation, robust action follows to remedy this deficit. • West Berkshire will secure the quality of CSE practice more consistently so that all young people subject to CSE intervention have a clear record which is consistent and which influences their care planning effectively.
Related Ofsted Recommendations	<p><i>Priority & Immediate Action</i></p> <p>Ofsted 3: Ensure that screening tools are always used where there is a potential risk of child sexual exploitation, and that action plans are outcome-focused and shared with all professionals working with the child.</p>
How will we know we have done it?	<ul style="list-style-type: none"> • Signs of safety framework in evidence on every case. • Legal tracker shows no cases delayed in pre-proceedings or proceedings. • Reduction in numbers of children looked after under S20 arrangements • Evidence of completion of reflective supervision training by all supervising managers • Audit outcomes will find majority of casework “good” or better and drift / delay will not be an issue in cases. • Minutes of QA Board will show improved effectiveness of Core Groups & CP Conferences • CSE screening tools completed on every case where there is a potential risk of child sexual exploitation. • CSE actions incorporated into children’s plans.

Improvement Commitment	West Berkshire will seek legal advice when necessary and this will lead to appropriate action and timely legal intervention.				
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
Social workers will use the “Signs of Safety” framework to understand strengths, risks and grey areas in families. Children’s plans will reflect these and be clear about what needs to change and by when so that risk of harm can be effectively monitored and mitigated.	Fully implement by end July 2015	Social workers. Supported by Team Managers and ATMs			No additional cost
Where risk to children and young people has not reduced within the timeframe set in any care plan, legal advice will be sought. (cf Workstream B)	With immediate effect.	Team Managers and ATMs		Audit required to establish compliance.	No additional cost
Children and young people will not be accommodated under S20 without legal advice being sought first and the advice documented on the child’s case record. (cf Workstream B) HoS will continue to oversee and approve all accommodation decisions.	With immediate effect.	Team Managers and ATMs			No additional cost

Improvement Commitment	West Berkshire's management oversight will be both reflective and challenging. It will focus on the child's experience, current risks, needs and strengths and the effectiveness of the current plan and interventions.				
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
Social workers and first line managers to receive training in reflective supervision. (cf Workstream B)	End December 2015	External Training provider		To be commissioned.	20 days @ £1000 a day = £20k For 15/16 To be reviewed for 16/17.
Service Managers to be challenged to support Team Managers in securing timely and effective action in their teams, taking personal responsibility for service improvements. (cf Workstream B)	With immediate effect.	Service Managers, to be monitored in SMM.			No additional cost
Supervising Managers will implement a standard supervision record which facilitates documentation of supervision that incorporates task focus, reflective discussion and appropriate challenge and support.	With immediate effect.	ATMs.		Standard supervision template issued.	No additional cost
Actions from supervision will be followed up by Supervising Managers who will document on a child's case record when actions are complete.	With immediate effect.	ATMs		Audit required to establish compliance.	No additional cost

Improvement Commitment	West Berkshire's core groups and child protection conferences will effectively monitor cases to make sure that where there is a lack of progress in improving a child's situation, robust action follows to remedy this deficit.				
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
Social workers will use the "Signs of Safety" framework in Core Groups and Child Protection Conferences to understand strengths, risks and grey areas in families. Children's plans will reflect these and be clear about what needs to change and by when so that risk of harm can be effectively monitored and mitigated.	End June 2015	Social workers, ATMs and Team Managers		Audit required to establish compliance.	No additional cost
Core Group and Child Protection Conference minutes will clearly document challenge to the progress of any plan with SMART remedial actions required and a review date for those actions.	End June 2015	Social workers, ATMs and Team Managers		Audit required to establish compliance.	No additional cost
Supervising managers will follow up with social workers to ensure that actions have been completed within timescales and that plans are back on track.	End June 2015	Social workers, ATMs and Team Managers		Audit required to establish compliance.	No additional cost
The QA Board will develop and implement a method of	October 2015	CAR Service			No additional cost

assuring itself about the effectiveness of Core Groups and Child Protection Conferences.		Manager, QA Board			
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Improvement Commitment	West Berkshire will secure the quality of CSE practice more consistently so that all young people subject to CSE intervention have a clear record which is consistent and which influences their care planning effectively.				
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
CSE Screening tools will <u>always</u> be used where there is a potential risk of child sexual exploitation.	With immediate effect	Social workers, ATMs		Done. Needs regular review to ensure this is embedded.	No additional cost
Where CSE risk is identified and an action plan developed in response, that action plan will be SMART, and integrated with any other plan for the child (e.g. Early Help Plan, CiN Plan, CP Plan, LAC Care Plan).	With immediate effect	Social workers, ATMs		Done. Needs regular review to ensure this is embedded.	No additional cost
Where a child at risk of CSE is discussed at CSE Operational Group, or any other forum, and new actions are agreed, these actions to be documented on the child's case record and incorporated into any existing plan.	With immediate effect	Davy Pearson, (CSE Lead)		Done. Needs regular review to ensure this is embedded.	No additional cost
Where children / young people experience one or more "missing" episodes and a CSE	With immediate effect	Social workers, ATMs		Done. Needs regular review to ensure this is embedded.	No additional cost

screening tool is not used because the child is not thought to be at risk of CSE, the reasons for <u>not</u> using the CSE screening tool to be documented on the child's case record and the decision discussed and reviewed in supervision.					
An overarching CSE Strategy will be commissioned.	December 2015	CSE Coordinator/CSE Strategic Group		This requires timetabling for completion.	<p>This requires the CSE coordinator role to be covered. This is currently achieved by an interim @ £540 for 2 days a week = annual cost £21,600.</p> <p>This post will remain interim unless it can be agreed to become permanent as part of the recommendations in "Getting to Good".</p>

E: Improving Services to Children Looked After and Care Leavers	
Outcome	We will improve outcomes for children by ensuring that they remain with or return to their families wherever safely possible and plan for permanency from the outset
Improvement Commitments	<ul style="list-style-type: none"> • West Berkshire will work with families so that children in care can promptly return to their birth families where it is safe and appropriate for them to do so • West Berkshire will plan for permanency alongside rehabilitation, so that prompt permanency decisions can be made and enacted • West Berkshire will make available good quality life story work for those children who need it • Looked after children's health needs will be monitored and scrutinised at West Berkshire's Corporate Parenting Board

	<ul style="list-style-type: none"> • All statutory care planning processes will be consistently in place for West Berkshire's looked after children • Young people's wishes and feelings will influence their care plans and service development • All Care Leavers will have health passports.
Related Ofsted Recommendations	<p><i>Areas for Improvement</i></p> <p>Ofsted 11: Ensure that all looked after children receive timely health and dental assessments and that looked after children and care leavers have prompt access to services from Child and Adolescent Mental Health Services (CAMHS).</p> <p>Ofsted 12: Ensure timely assessment and updating of children's care plans following significant changes in their circumstances.</p> <p>Ofsted 13: Ensure that, following reviews, all looked after children receive a timely written record of the outcome of their review.</p> <p>Ofsted 14: Ensure that life story work is completed for looked after and adopted children, and that good quality life story books and later life letters are completed for adopted children in a timely manner.</p> <p>Ofsted 15: Establish effective processes to enable care leavers' views to inform service development.</p> <p>Ofsted 16: Ensure that all care leavers have access to good quality information about their health histories and their entitlements.</p> <p>Ofsted 17: Improve the quality of pathway planning by:</p> <ul style="list-style-type: none"> • ensuring that assessments and plans are updated when young people transfer into the care leaver service • strengthening the involvement of care leavers in their pathway planning process • ensuring that care leavers have detailed pathway plans that address their health and educational needs, with clear targets and outcomes.
How will we know we have done it?	<p>100% LAC with an up to date health assessment</p> <p>100% LAC with an up to date dental check</p> <p>Agreed priority access for LAC to CAMHS</p>

	<p>All LAC and Care Leavers will have an up-to-date plan</p> <p>All LAC will have a permanency plan in place from 2nd LAC review onwards</p> <p>100% LAC receive a written record of the LAC review within 7 days of their review</p> <p>100% adopted children have life story work and later life letters in place at the time of the adoption</p> <p>“Child’s voice” is evident in service development plans and business cases.</p> <p>LAC / Care Leaver Commissioner in place</p> <p>100% Care Leavers have a health passport</p>
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Improvement Commitment	<ul style="list-style-type: none"> West Berkshire will work with families so that children in care can promptly return to their birth families where it is safe and appropriate for them to do so 				
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
West Berkshire’s Permanency Policy will be updated to give a clear vision for permanency for children in West Berkshire and to ensure all changes in legislation are incorporated.	Sept 2015	Mac Heath (HoS, Children and Families)			No additional cost
SMART Care Plans will be in place for looked after children that establish when children come into care whether rehabilitation is a possible outcome, and where it is safe and appropriate to consider rehabilitation, plans will prioritise working WITH families to achieve this.	Sept 2015	Mac Heath (HoS, Children and Families)			No additional cost

Improvement Commitment	<ul style="list-style-type: none"> West Berkshire will plan for permanency alongside rehabilitation, so that prompt permanency decisions can be made and enacted 				
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Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
IROs to ensure that permanency arrangements are <u>always</u> considered at the second LAC review and documented in the Care Plan.	With immediate effect	CAR Service Manager		CAR Service Manager replaced on an interim basis by PSW until a permanent appointment can be made.	No additional cost
SMART Care Plans for looked after children to include parallel planning for permanency from the second LAC review onwards, where rehabilitation is still being sought.	Sept 2015	Mac Heath (HoS, Children and Families)			No additional cost
IROs to make use of the dispute resolution process where Care Planning is not effective and remedial action is not taken after IRO challenge.	With immediate effect	CAR Service Manager		CAR Service Manager replaced on an interim basis by PSW until a permanent appointment can be made.	No additional cost

Improvement Commitment	<ul style="list-style-type: none"> West Berkshire will make available good quality life story work for those children who need it 				
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
West Berkshire's Permanency Policy will include specific requirements for high quality life story work.	Sept 2015	Mac Heath (HoS, Children and Families)			No additional cost
Commission and implement training for social workers in	Sept 2015	Mac Heath			20 days training at £1000 per day = £20K

developing life story work and writing later life letters		(HoS, Children and Families)			
Current cases without evidence of life story work will be identified through audit and will be subject to Management Review with specific, timely actions of completion of this work. (cf Workstream B)	Sept 2015	Mac Heath (HoS, Children and Families)			No additional cost
Completion of Life Story work will be monitored by IROs and through Service Managers' Meetings	Sept 2015	Mac Heath (HoS, Children and Families) Andrea King, (HoS, P&DCR)			No additional cost
IROs will ensure that life story work has been started and that it is ready for completion within timescales, escalating delays appropriately to Team Managers	Sept 2015	CAR Service Manager			No additional cost

Improvement Commitment	<ul style="list-style-type: none"> Looked after children's health needs will be monitored and scrutinised at West Berkshire's Corporate Parenting Board 				
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
Corporate Parenting Board to evidence robust monitoring of:	29/6/2015 onwards.	Sandie Dopson		Already an established part of CPB monitoring; requires a stronger drive to secure improved	No additional cost

<ul style="list-style-type: none"> • LAC health assessments • LAC dental checks • LAC access to CAMHS • LAC reviews held on time • LAC educational attainment • Numbers of SGOs and adoptions • Adoption timescales • LAC placement stability • LAC placements out of district / >20miles • LAC in non-family based settings • Completion of pathway plans • Completed SDQs • Average SDQ score ...leading to improved performance. (cf Workstream A) 		(SM, Family Placement Team)		<p>performance on these measures</p> <p>All performance data is now subject to interrogation at a monthly performance board, weekly team meetings and SM monthly reporting.</p> <p>SM for LAC is constructing a team manager report template alongside FPT which will also capture this data fortnightly.</p> <p>Adopt Berkshire to secure regular reporting framework into the Local Authority.</p> <p><i>Representative of BHFT attended CPP to account for current poor performance in relation to Health Assessments and remedial action to be put in place. Recommended as a Scrutiny item.</i></p>	
<p>Where children are not receiving timely health and dental assessments, Corporate Parenting Panel will require the DCS to escalate these concerns to health partners, both directly and via the Health and Wellbeing Board</p>	<p>As required.</p>			<p><i>Further escalation needed.</i></p>	<p>No additional cost</p>
<p>Health and Wellbeing Board will hold a “hot focus” session on looked after children’s</p>	<p>11 June 2015</p>			<p>Hot focus session held on 11 June 2015 as originally planned. Good partner attendance. Recognition of the poor performance and</p>	<p>No additional cost</p>

health.				requirement for system change, particularly on the part of health partners. This work continues. Currently health trust indicates high risk of continuing underperformance, despite mitigating actions.	
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Improvement Commitment	<ul style="list-style-type: none"> All statutory care planning processes will be consistently in place for West Berkshire's looked after children 				
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
The QA Board's audit programme will include specific audit of the quality of assessments and plans	December 2015	CAR Service Manager			No additional cost
Assessments and Care Plans, using the Signs of Safety framework, will include analysis and consideration of risk and protective factors and the individual needs of all children in a family.	End June 2015	Team Managers, ATMs		Audit required to establish compliance.	No additional cost
Assessments and Care Plans, using the Signs of Safety framework, will include evidence of the child / young person's views and how these have been taken into account in developing and updating the assessment and plan.	End June 2015			Audit required to establish compliance.	No additional cost
After LAC Reviews, all looked after children will receive a written record of the outcome of their review within 7 days.	End June 2015	CAR Team, IROs		Audit required to establish compliance.	No additional cost

Social workers will identify, in discussion with Supervising Managers, when significant changes have taken place in a child's circumstances and therefore the Care Plan needs to be updated.	End June 2015	Team Managers, ATMs		Audit required to establish compliance.	No additional cost
IROs will challenge social workers if at LAC Review it is evident that a Care Plan has not been updated in response to a significant change.	End June 2015	CAR Team, IROs		Audit required to establish compliance.	No additional cost
On transfer to the Leaving Care Team, all assessments and plans will be updated to secure the pathway plan.	End June 2015	Rachel Palin (Team Manager, Leaving Care Team)		Audit required to establish compliance. <i>Pathway plans complete for 100% eligible LAC, 100% relevant LAC, and 66% former relevant LAC. (May 2015)</i>	No additional cost

Improvement Commitment	<ul style="list-style-type: none"> Young people's wishes and feelings will influence their care plans and service development 					
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required	
Pathway plans to document clearly what Care Leavers wishes are.	With immediate effect	Social workers in the Leaving Care Team		Audit required to establish compliance.	No additional cost	
Care Leavers' Forum to be established.	Sept 2015	Rachel Palin (Team Manager, Leaving Care Team)			No additional cost	
Care Leaver participation process to be developed collaboratively with Care Leavers and implemented.	December 2015	Rachel Palin (Team Manager, Leaving Care Team)			No additional cost	
"LAC / Care Leaver Commissioner" role to be established to enable Care Leavers to influence service development directly.	April 2016	Rachel Palin (Team Manager, Leaving Care Team)			No additional cost	

Improvement Commitment	<ul style="list-style-type: none"> All Care Leavers will have health passports. 				
Action	By When?	By Whom?	RAG	Status Update	Cost/Resources required
Pathway plans will address Care Leaver's health and educational needs, with clear targets and outcomes.	End August 2015	Rachel Palin (Team Manager, Leaving Care Team)		Audit required to establish compliance.	No additional cost
Health passports to be provided to all Care Leavers.	End August 2015	Rachel Palin (Team Manager, Leaving Care Team)		Audit required to establish compliance.	No additional cost
The audit programme will review the quality of pathway plans to ensure they address health and educational needs and report the outcome of the audit to the QA Board.	December 2015	QA Board			No additional cost

Costs Summary

Ofsted Improvement Plan. Total Specified Costs.

	Costs 2015/16	Costs 2016/17 onwards
	<i>Non-recurrent costs</i>	
Life story and later life training	£20,000	
Audit	£13,600	
Test of Assurance	£12,000	
Children's Commissioner	£42,000	
	<i>Recurrent Costs</i>	
CSE Coordinator	£21,600	£21,600
Reflective Supervision Training	£20,000	£20,000
(Restorative practice), signs of safety and solution focused training	£40,000	£60,000
Agency Staff	*£478,361	*£498,361
TOTAL	£667,961	£600,361

*£300,000 if permanent staff rather than agency.