

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

OFSTED ACTION PLAN August 2015

This initial plan addresses issues identified by Ofsted in their report published 18 May 2015 as needing priority and immediate action, as well as those areas for improvement.

The improvement actions for the LSCB arising from the same inspection are included as an appendix to this Improvement Plan. They have been incorporated in full into the LSCB's Business Plan 2015-2017 (V5), dated July 2015.

In addition to this Improvement Plan 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. We 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 (FRS), (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 (YOT)
- 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.

Contents

Existing Strengths.....	2
Brilliant West Berkshire Principles	2
Key to RAG Rating.....	4
Improvement Workstream – Ownership	5
Improvement Workstreams – Objectives and Improvement Commitments.....	6
Outcomes, Actions and Success Measures – By Improvement Workstream.....	9
A: Improving our Leadership, Management, Governance and Partnerships	9
B: Improving the Quality of our Practice	16
C: Strengthening, Stabilising and Improving the Quality of our Workforce	26
D: Improving services to children in need of help and protection.....	29
E: Improving Services to Children Looked After and Care Leavers	34
Appendix A: LSCB Improvement Plan.....	42

Key to RAG Rating

In the **Outcomes, Actions and Success Measures** section below there is a RAG status reported for each action. The RAG status should be interpreted as follows:

RAG Shading	Action Status
	Action not yet started.
	Action in progress and on schedule to complete on time as planned.
	Action in progress but at risk of not completing on time as planned.
	Action started, but blocked; key milestone not met, or other as yet unresolved impediment to completion.
	Action completed successfully.
EV	Action completed successfully and evidence of impact available.

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 	<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.	<ul style="list-style-type: none">• 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	
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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 reunification, 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 Panel • 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 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 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 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 Panel 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 for children in the care of the local authority. • The externally commissioned “test of assurance” is complete and the Council is 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
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)		COMPLETE Review completed 19 May 2015. Initial proposals to Corporate Board 26 May 2015. EV <i>This work underpins a "getting to good" paper, which is the second phase of any improvement plan.</i>
Conduct the Social Work Reform Board "Health Check" across the social work teams to include all social workers. Findings to be reported back to DCS and Communities Directorate Leadership Team by the Principal Social Worker.	End July 2015	Rashida Baig (PSW)		COMPLETE <i>Findings of Health Check to be reported to CDLT, September 2015.</i>
Identify and implement immediate resourcing requirements to secure teams and social work practice.	Current	Catherine Parry (Interim HoS, Children and Families)		COMPLETE This has been identified as necessary in two of the four frontline social work teams to secure caseloads and timeliness. EV
Review supernumerary posts and determine whether they should become establishment posts.	December 2015	Mac Heath		
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" strategy.	Jan 2016	Mac Heath (HoS)		Subject to ongoing consultation with Corporate Board / Council's Executive.

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
Undertake analysis of current and future needs of looked after children. Identify actions to address these.	End September 2015	Sandie Dopson (SM, Family Placement Team)		Data collection under way. Children's commissioner engaged. <i>Draft paper currently being considered by Interim Commissioner to help inform Sufficiency Strategy. Good initial evidence that placements being made adhere to Framework contracts.</i>
Develop revised, updated and aligned strategies for: <ul style="list-style-type: none"> • Looked after children • Corporate Parenting • Placement Sufficiency 	End December 2015	Sandie Dopson (SM, Family Placement Team)		Domains of LAC strategy proposed. Engagement work over summer 2015 to help inform Sufficiency Strategy currently initiated alongside commissioning work.
The Looked After Children, Corporate Parenting and Sufficiency Strategies to be subject to annual review.	End December 2016 and annually thereafter	Sandie Dopson (SM, Family Placement Team)		

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
Develop Participation and Engagement Strategy in collaboration with children and young people, parents and partners.	September 2015	Dave Wraight (Service Manager, YOT and IYSS) Sandie Dopson (SM, Family Placement Team)		Presentation at CPP of early findings from preparation for independence work with Care Leavers and programme for summer engagement planned with LAC with view for launch in Sept 2015. Plan at IRO's Awayday – end July and consider mechanisms for feedback from conferences.
Care Leavers Forum to be established.	End Sept 2015	Rachel Palin (Team Manager, Leaving Care Team)		
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 	29 June 2015 and thereafter.	Sandie Dopson (SM, Family Placement Team)		ESTABLISHED Already an established part of CPB monitoring; requires a stronger drive to secure improved performance on these measures. All performance data is now subject to interrogation at a monthly performance board, weekly team meetings and SM monthly reporting. SM for LAC is constructing a team manager report template alongside FPT which will also capture this data fortnightly. Adopt Berkshire to secure regular reporting framework into the Local Authority.

...leading to improved performance.				<i>Further monitoring required to ensure engagement is robust.</i>
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 <i>Revised date 28 September.</i>	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. <i>Direct participation of young people was <u>not</u> secured for CPP on 29 June 2015, although R:Vue and Care Leavers were represented by officers. Direct participation <u>will</u> be in place for 28 September CPP. Until this takes place this item remains RED.</i>

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
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)		ESTABLISHED 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 through CDLT. EV

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)		Substantive HoS now in post and ready to review understanding and use of DataZone by Senior Managers. <i>Milestone date passed due to other priority actions. Until this review takes place this item remains RED.</i>
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.
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
Commission "test of assurance" of dual role of the DCS from external provider	End Sept 2015	Nick Carter (Chief Executive)		<i>Original date: June 2015 Revised date for commissioning and implementation as a result of the need to explore alternatives. Relevant "Peer Review" lead identified and agreed. Scope in development. On course to be commissioned by September 2015 and conducted by December 2015. Until this "test of assurance" takes place this item remains RED.</i>
Receive output of "test of assurance" and consider appropriate action in the light of its findings.	December 2015	Nick Carter (Chief Executive) Gordon Lundie (Council Leader)		<i>Revised date for commissioning and implementation as a result of the need to explore alternatives.</i>
Subject to consultation and agreement, any agreed changes arising from the "test of assurance" findings to be adopted by Council.	January 2016	Council		Date for review of outcomes of Test of Assurance to coincide with review of "Getting to Good" requirements.

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 in place.</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
<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 autumn 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>Current key quantitative data status as at June 2015:</p> <ul style="list-style-type: none"> Single assessments in month completed within 45 is 88% (July 2015) up from 68% in May 2015. ICPCs held within 15 days of S47 100% (July 2015) an improvement from 56% in May 2015 Child protection reviews on time maintained at 100% (July 2015) LAC Reviews on time maintained at 100% (July 2015) CP visits within 10 days 97% (July 2015) up from 92% in May 2015 <p>Through Quarter 2 (July – Sept 15) further work with managers is being undertaken to ensure good understanding of and compliance with Performance</p>

				which may impact data over this period. The data zone offers a more comprehensive overview.
Implement overarching multi-disciplinary Accommodation and Resources Panel to oversee care planning going forward.	July 2015	Mac Heath (HoS)		<i>Terms of Reference are being finalised with initial panel to consider S20 cases planned on 23rd July 2015.</i> S20 Panel implemented as planned in July. Full regular Accommodation and Resource Panel not yet meeting regularly.
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		COMPLETE Monthly data zone with commentary will be submitted to CDLT. Quarterly to Corporate Board and as requested by the LSCB (to be determined) EV

Improvement Commitment	<ul style="list-style-type: none"> West Berkshire will have a robust permanency policy to prevent drift and delay 			
Action	By When?	By Whom?	RAG	Status Update
Permanency Policy drafted and issued for annual review.	Sept 2015	Sandie Dopson (SM, FPT)		Not yet started.

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
Commission audits of open cases to review for drift and delay (and quality of life story work where relevant) and provide assurance over levels of	End Aug 2015	Mac Heath (HoS,		Ofsted improvement offer includes monthly audit. Confirmation expected 27 August 2015.

actual current, remediable delay and other practice issues in casework.		Children and Families)		<p>Audit moderation quarterly via other LAs who have offered improvement support. (One offer confirmed).</p> <p>LSCB multi-professional audit of children subject to Child Protection Plan for 12 months or more complete; findings will be shared with QA Board in September and LSCB in October. Changes to practice identified within the audit were sent to operational teams with immediate effect.</p>
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 is being rolled out.</p> <p>Recommended action: Review effectiveness of implementation Autumn 2015.</p>
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 Sept 2015	CAR Service Manager.		<p>ESTABLISHED</p> <p>Permanent CAR Service Manager appointed July 2015, in post September 2015.</p> <p>Escalation policy now being used.</p> <p>Challenges now being issued by CAR service, under oversight of interim Service Manager. Challenges are stored in centralised system and reviewed regularly; if progress is not made within 5 days challenges are escalated.</p> <p><i>Reviewed and confirmed at QA Board 6 Aug 2015. To be reviewed again at 10 Sept 2015.</i></p>
All full audits undertaken in the audit programme to use the "SIF inspection Audit Tool" for recording audit outcomes.	April 2015			<p>ESTABLISHED</p> <p>Agreed at 30 March 2015 QA Board. Implemented for May / June audit cycle.</p> <p><i>Confirmed at August QA Board.</i></p> <p>EV</p>

<p>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.</p>	<p>Ongoing.</p>	<p>SMs and TMs</p>		<p>Refreshed approach to inadequate audits requires report into the HoS for repeat IA outcomes by TM/SW and SM.</p> <p><i>Multi-agency Auditing began in June 2015 on all cases subject to a CP Plan over 12 months.</i></p> <p><i>May / June audit outcomes and actions reviewed at QA Board 6 August 2015. Review and escalation found to be in place but not all remedial actions confirmed in a timely way. Further work necessary.</i></p>
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<p>Improvement Commitment</p>	<ul style="list-style-type: none"> West Berkshire will ensure that supervision practice always complies with the authority’s policy. 			
<p>Action</p>	<p>By When?</p>	<p>By Whom?</p>	<p>RAG</p>	<p>Status Update</p>
<p>Supervision protocol to be reviewed by Principal Social Worker to establish its level of effectiveness on case management.</p>	<p>End October 2015</p>	<p>Rashida Baig (Principal Social Worker)</p>		<p>This is complete and effectiveness audit planned for August 2015.</p>
<p>Recording policy to be reviewed by Principal Social Worker to establish its effectiveness in evidencing sound practice.</p>	<p>End October 2015</p>	<p>Rashida Baig (Principal Social Worker)</p>		<p>This is complete and effectiveness audit to be planned for November 2015</p>
<p>Supervision Audit actions to be implemented in all teams and subject to review by Internal Audit by End October 2015</p>	<p>Oct 2015</p>	<p>All teams. Internal audit.</p>		<p>Review not due until October.</p>

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
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 costed at £1000 per day.
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)		
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 Children and Families Leadership Team (CFLT) meetings are now in place including a monthly performance board and highlight report.

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
Managers to undergo HR training related to capability issues.	End December 2015	In-house Training		
Whistleblowing policy to be re-issued to staff and training provided.	End December 2015	In-house Training		
Managers to receive initial or refresher training in: <ul style="list-style-type: none"> Restorative practice 	End December	Mac Heath		Restorative practice training already taking place at every level within the Communities Directorate. All

<ul style="list-style-type: none"> • Signs of Safety • Solutions focused practice to support their development of high support, high challenge skills. 	2015	(HoS, Children and Families)		<p>CSC Service Managers have received the training. The majority of Team Managers have also been trained. SoS and Solutions-focused practice to be commissioned.</p>
<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 known.</p>	With immediate effect.			<p>All agency staff are now subject to a face to face interview. EV</p>

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
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		<i>Review of effectiveness required following completion of S20 audit and through QA Board. Autumn 2015</i>
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)		<i>Review of effectiveness required following completion of S20 audit and through QA Board. Autumn 2015</i>
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		<i>Review of effectiveness required following completion of S20 audit and through QA Board. Autumn 2015</i>
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 secured.	End Sept 2015	Lead social worker. TAF / Core Group / Other relevant Meeting.		<i>This has been considered within the Accommodation and Resource Panel with first review of S20 cases taking place on 24/07/15. Further review to take place early September.</i>

Improvement Commitment	We will strengthen the challenge from our IROs and CP Chairs			
Action	By When?	By Whom?	RAG	Status Update
Child protection plans will be outcome focused, including SMART actions.	End June 2015	Social workers, ATMs, CAR Team.		COMPLETE Confirmation at August QA Board that appropriate challenge from CAR service is now taking place; plans not yet always outcome focused. CAR Awayday on 30 July 15 provided learning time for CP Chairs/IROs to review examples of CP Plans that could have been improved. CP Plans are currently being reviewed through reflective supervision with the CAR Service Manager; this is ongoing. <i>Actions complete. Evidence required.</i>
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.		Confirmation at August QA Board that appropriate challenge from CAR service is now taking place; plans not yet always outcome focused.
IROs and CP Chairs will be trained in challenge conversations in the restorative practice model.	Ongoing.	Andrea King, (HoS, P&DCR Service)		Each IRO is receiving individual 1 to 1 coaching from the SM currently. 3 out of 4 have received the RP training; Service Manager has been trained.
Care Plans will be outcome focused, including SMART actions.	End June 2015	IROs / CP Chairs, CAR Team		See above. CAR Awayday on 30 July 15 provided learning time for CP Chairs/IROs to review Care Plans. Recently created Care Plans and CP Plans will be dip sampled by the Service Manager in September 15, to identify progress made with implementing practice change
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.		A first report from the CAR service has been made to the QA Board on 2 nd July. There is evidence of the active use of the Dispute Resolution process. A report on the use of the dispute resolution process to date and the areas for practice development arising from this will be brought to the September QA Board.

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
Work with TMP to make recommendations on launching social work recruitment campaign reasserting why West Berkshire should be a place of interest to qualified, experienced social workers wanting a permanent role.	July 2015	Mac Heath (HoS, Children and Families)		<p>Preliminary work undertaken and TMP work completed end June 2015, for launch with Council Communications Department through Autumn 2015.</p> <p><i>Test of campaign to be reviewed to confirm core messages.</i></p> <p><i>New Communications Manager joined WB in July 2015 and is securing plan for campaign to launch September 2015</i></p>
Weekly review of staffing challenges by Service Managers, shared with Head of Service.	May 2015 onwards.	All Service and Team Managers		<p>ESTABLISHED</p> <p>This is on the SMMs weekly meeting agenda</p> <p>Extra HR support has been commissioned to secure the permanent and agency recruitment business processes more effectively.</p>
Monthly reporting of staffing challenges to DCS	June 2015	Mac Heath (HoS, Children and Families)		<p>This will be embedded in the performance report to go to CDLT.</p> <p><i>Not yet implemented consistently. Monthly reporting of agency levels in DataZone. Detailed staffing challenges need reporting in a consistent framework.</i></p>
HR colleagues commissioned to secure the business processes for both permanent <u>and</u> agency recruitment to ensure a consistent, timely and effective model is applied.	End August 2015	Mac Heath (HoS, Children and Families)		<p>Activity agreed with HR.</p> <p>Working with HR to a 3 month timescale.</p> <p>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).</p>

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
Agency social workers to be routinely contracted for no fewer than 3 months at a time (subject to adequate performance in role)	With immediate effect	All Service and Team Managers		<i>This is in place with confirmation of compliance being considered by new Recruitment/HR post.</i>
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		<i>Realigned work of HR colleague within Children & Families Services to assist in ensuring smooth recruitment process and help map from point of advert through to shortlisting, interviewing securing appointment and induction process in first month.</i>
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		<i>All staff are now recruited only after face to face interviewing and consistent approach made to secure undertaking of their knowledge and experience.</i>

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
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		COMPLETE Message clearly given on expectations of SoS framework but full implementation to be considered alongside Audit and supervision. This expectation has been clearly reflected in the new Needs and Risk Assessment Framework for children and families, developed by the SM for CAR. <i>Audit required to provide evidence.</i>
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. This has progressed significantly with increase in proceedings being issued and legal advice being sought in ‘surgery’ set up for 24/7 to ensure compliance.
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		This is the adopted approach and will be further scrutinised through impending panel framework.

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
Social workers and first line managers to receive training in reflective supervision. (cf Workstream B)	End December 2015	External Training provider		To be commissioned. Individual support is currently available from the Principal Social Worker.
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.		<i>Extended Development session has taken place with Service Managers and scrutiny in place via increase in Service Manager meetings. Further challenge given in QA Board and through Performance Board process. Leadership Development work commissioned via Virtual Staff College with support of LGA funding, for this team.</i>
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.		COMPLETE Standard supervision template issued. EV
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.

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
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 full compliance, but clear expectation in place.
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.
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.
The QA Board will develop and implement a method of assuring itself about the effectiveness of Core Groups and Child Protection Conferences.	October 2015	CAR Service Manager, QA Board		The multi-professional LSCB audit of CYP subject to CP Plans for more than 12 months asks partner agencies to take a view on the effectiveness of core groups and CP conferences, which enables the service to triangulate its own findings from audit. Regular reporting from CAR Team to QA Board in place from September 2015 onwards

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
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. <i>CSE Challenge Day took place on 20/07/15 to ensure regular review and scrutiny.</i>
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. <i>Clear processes in place with CSE Strategy Board and Operational Board to audit response.</i>
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. <i>Review has started and monitored through audit.</i>
Where children / young people experience one or more "missing" episodes and a CSE 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.	With immediate effect	Social workers, ATMs		Done. Needs regular review to ensure this is embedded. <i>In place for missing episodes but further audit needed to ensure decision discussed and reviewed in supervision.</i>
An overarching CSE Strategy will be commissioned.	December 2015	CSE Coordinator/ CSE Strategic Group		This requires timetabling for completion, but is in draft to be completed within August 2015.

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 • 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 100% LAC with an up to date dental check Agreed priority access for LAC to CAMHS All LAC and Care Leavers will have an up-to-date plan All LAC will have a permanency plan in place from 2nd LAC review onwards 100% LAC receive a written record of the LAC review within 7 days of their review 100% adopted children have life story work and later life letters in place at the time of the adoption “Child’s voice” is evident in service development plans and business cases. LAC / Care Leaver Commissioner in place 100% Care Leavers have a health passport</p>

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
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)		The Permanency Policy is being revised alongside the developments of our proposed LAC Strategy
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	Sept 2015	Mac Heath (HoS, Children		Care Plans are being reviewed individually through supervision with IROs (see CAR Team Awayday focussed learning in this area).

where it is safe and appropriate to consider rehabilitation, plans will prioritise working WITH families to achieve this.		and Families)		
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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 			
Action	By When?	By Whom?	RAG	Status Update
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		IROs are assessing plans for evidence of permanency planning and raising disputes where this evidence is not satisfactory.
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)		Disputes are now being issued routinely, under the guidance of the Service Manager. Disputes are being closely monitored for progression; and analysed for trends and themes to inform practice. SM will dip audit Care Plans in September 15 to review progress with practice change implementation.
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		Disputes are routinely reviewed after 5 days; if no progress is made the matter of dispute is escalated.
Peer Review of IRO Service to be commissioned.	December 2015	Corporate Director		In principle agreement secured with DCS Brighton and Hove to conduct Peer Review into IRO Service by year end.

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
West Berkshire's Permanency Policy will include specific requirements for high quality life story work.	Sept 2015	Mac Heath (HoS, Children and Families)		Standards and expectations for Life Story work will be within revised Permanency Policy.
Commission and implement training for social workers in developing life story work and writing later life letters	Sept 2015	Mac Heath (HoS, Children and Families)		Specialist in Life Story work and Later Life letters is currently being commissioned for Autumn training.
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)		Audit currently taking place to ensure compliance with expectations.
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)		Included in the 'practice standards for the CAR service developed with the team on the 30 th July awayday.
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		The processes for issuing disputes and escalation of lack of actions, as set out elsewhere in this plan, are followed

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
<p>Corporate Parenting Board to evidence robust monitoring of:</p> <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 <p>...leading to improved performance. (cf Workstream A)</p>	29/6/2015 onwards.	Sandie Dopson (SM, Family Placement Team)		<p>ESTABLISHED</p> <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> <p>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.</p> <p>EV</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>	As required.			<p>Progress in performance is evident with further intention of CEO to continue to outline priority to Berkshire Healthcare Foundation Trust (BHFT).</p>
<p>Health and Wellbeing Board will hold a "hot focus" session on looked after children's health.</p>	11 June 2015			<p>Hot focus session held on 11 June 2015 as originally planned. Good partner attendance. Recognition of the poor performance and</p>

				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
The QA Board's audit programme will include specific audit of the quality of assessments and plans	December 2015	CAR Service Manager		This is dove-tailed with the LSCB's current multi-professional audit of CYP subject to CP Plans for more than 12 months.
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. First audit being analysed for those children on a CP Plan for over 12 months.
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. <i>Confirmed requirement for an Participation and Engagement Strategy to ensure voice of the child is heard and their input into the plan.</i>
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		Previously agreed actions not found to be embedded on review. So, this is a new standard for the team, which will be implemented in full from 1 st August 15 and reflected in the team's practice standards.
Social workers will identify, in discussion with Supervising Managers, when significant changes have taken place in a child's circumstances and	End June 2015	Team Managers, ATMs		Audit required to establish compliance. <i>Managers have significantly progressed this to</i>

therefore the Care Plan needs to be updated.				<i>ensure decisive involvement where care plan is not reflecting needs</i>
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. This is a feature of the CAR Service's new 'practice standards'
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)		<i>Pathway plans complete for 100% eligible LAC, 80% relevant LAC, and 61% former relevant LAC. (June 2015), this is a worsening of performance since May 2015</i> Audit required to establish compliance.

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
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. <i>Development in Pathway Plan processes has been progressed and will be audited alongside Participation and Engagement Strategy to ensure voice of the young person.</i>
Care Leavers' Forum to be established.	Sept 2015	Rachel Palin (Team Manager, Leaving Care Team)		<i>Activity plan with Care Leavers taking place over summer months with plan to establish Care Leaver Forum in September.</i>
Care Leaver participation process to be developed collaboratively with Care Leavers and implemented.	December 2015	Rachel Palin		

		(Team Manager, Leaving Care Team)		
"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)		

Improvement Commitment	<ul style="list-style-type: none"> All Care Leavers will have health passports. 			
Action	By When?	By Whom?	RAG	Status Update
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)		Plans being progressed accordingly alongside discussions with BHFT on ensuring timely health assessments.
Health passports to be provided to all Care Leavers.	End August 2015	Rachel Palin (Team Manager, Leaving Care Team)		Audit required to establish compliance.
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		

Appendix A: LSCB Improvement Plan

All Improvement Plan items fully consolidated in LSCB Business Plan. Original plan numbering maintained below for ease of cross referencing.

RAG KEY:

Green = Complete

Amber = In progress

Red = Not started

Ref	Desired outcome	Action	Lead	Timeframe	Progress
2.3	The views of children and young people are heard directly and indirectly by the LSCB and inform the Board's priorities.	Put in place arrangements to hear the voices of young people through engagement and consultation and involve young people directly in the work of the Board.	Quality and Performance sub group	October 2015	October 2015- activity to collate what agencies are already doing to consult with young people. Develop multi agency plan to move consultation process forward with findings coming back to Board in March 2016.
3.7	Children at risk of CSE receive a coordinated and effective service from all agencies that they come into contact with.	Review partners' approach to the strategic planning of work to protect children from child sexual exploitation to ensure coordinated CSE planning.	Clair Gill/ CSE strategic Group	July 2015	LSCB challenge event on CSE held on 20th July. Further actions for LSCB and agency partners to be incorporated into the CSE Strategy and Action Plan.
4.1	Domestic abuse has a high profile in all education settings that can be evidenced in annual schools audit	All school Safeguarding Leads to have a defined role in promoting domestic abuse within their setting All schools to have a demonstrable responsibility for maintaining their Safeguarding Lead and domestic	C Burnham/ J Boden	July 2015	All safeguarding leads (primary, secondary, alternative and independent) have been contacted about completing ISA training. ISA training presented

		abuse training within their setting			at Behaviour and Attendance networking event. Names of schools which have not signed up to the ISA have been passed to the Head of Education for follow up. Distribution lists of all school safeguarding leads held to promote awareness events, training or important developments
5.4	Safeguarding services for children and families are influenced by the experiences of front line practitioners to improve quality and outcomes for children and young people.	Consult staff regularly on their views and experiences on the sufficiency and quality of services in order to inform services.	C Gill/ Quality and Performance sub group	October 2015	Ties into work in 5.3
5.8	The LSCB to be sighted on all partner agencies performance data that could impact on the safeguarding outcomes for Children and Young People.	LSCB to make better use of performance management information to enable the Board to be sighted on partner performance.	Quality and Performance sub group	At each LSCB Board meeting	Presentation given at May 2015 Board on exception reporting dashboard. 11 items agreed by all partners to be the focus of the dashboard with a larger, more comprehensive, dataset sitting behind this. First dashboard of the 11 items presented to July 2015 Board. Performance in these key areas now a standing item at every Board meeting.

5.9	To ensure there is sufficient staff to meet the safeguarding needs of children and young people in West Berkshire.	The LSCB to receive regular detailed reports on the impact of staffing shortfalls within children's social care and partner agencies, and where necessary raise challenge to the agencies concerned.	Quality and Performance sub group	At each LSCB Board meeting	Staffing levels within Children's Social Care and partner agencies forms part of the LSCB data set, with Social Care, Health visitor and school nursing staff numbers being contained in the exception report dashboard.
5.10	To ensure that safeguarding services are effective in improving outcomes for children and young people.	Improve the range and quality of thematic and case file audits, and ensure that findings are addressed through robust action planning.	Quality and Performance sub group	July 2015	New audit programme has been developed in line with the LSCB exception reporting dashboard and risk/concern log. Presentation given at May 2015 Board. Forward Plan to ensure multi-agency and single agency audit findings and recommendations are presented regularly at Board meetings.
5.11	LSCB annual report provides a transparent analysis of current safeguarding provision in West Berkshire and clearly identifies the challenges and improvement plans, and the impact this will have for children and families.	Embed the use of appropriate data within the new Annual Report and ensure the report provides a robust and transparent analysis of current service effectiveness.	Clair Gill/ Fran Gosling-Thomas	July 2015	Draft of 2014-2015 annual report presented to July 2015 Board meeting for multi agency input. Final version of Annual Report to be presented and signed off at the October Board meeting.
5.12	For the LSCB to be able to	Review the financial contributions	Fran Gosling-	October 2015	May 2015- discussions

	proactively respond to the safeguarding development needs of partner agencies.	made by member agencies to support the effective running of the LSCB.	Thomas		regarding financial arrangements for the Board discussed at Jan, Mar & May Boards but not yet resolved. Business Planning session scheduled for early November which includes specific meeting with key funding agencies to agree appropriate funding for 2016/17.
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