

## Cabinet

13 September 2017

### Children's Services Update – Quality Improvement Board (QIB) One Year On



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#### Report of Corporate Management Team

Margaret Whellans, Corporate Director of Children and Young People's Services

Councillor Olwyn Gunn, Cabinet Portfolio Holder for Children and Young People

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#### Purpose of the Report

- 1 The purpose of this report is to provide Cabinet with an analysis of progress to date against the improvement activity across Children and Young People's Services (CYPS) following the Ofsted inspection which took place between February and March 2016.
- 2 This report is supported by regular performance reporting to Cabinet on Children's Services, which has been strengthened and restructured around the key themes of our new performance framework: Universal Services, Early Help, Assessment and Safeguarding, and Looked After Children and Care Leavers.

#### Summary

- 3 The Ofsted Single Inspection Framework (SIF) and the "Requires Improvement" judgement for Children and Young People's Services led to Ofsted making 14 recommendations for improvement action by the service post inspection. These recommendations are set out in full in **Appendix 2**.
- 4 The recommendations were grouped into four themes and incorporated into an Ofsted Improvement Plan. Senior Management leads were identified to progress each of the four themes and a Quality Improvement Board (QIB), led by the Corporate Director, Children and Young People's Services, was established to lead, oversee and monitor progress. The Membership of the QIB is made up of Heads of Service and Strategic Managers from across CYPS and also includes the Corporate Director and Head of Strategy from Transformation and Partnerships. The Lead Member will receive regular reports on the progress of the QIB via briefing from the Corporate Director and at the Transformation Board, and will attend the QIB when areas being targeted for improvement are to be discussed.
- 5 Monthly meetings of the QIB have taken place since May 2016. The Board provides challenge, advice and guidance to the theme leads. Progress

against each of the themes is provided to each meeting with one theme providing the main focus of each meeting on a rotation basis. This allows a more in-depth update against each theme every fourth meeting. A problem-solving and solution-focussed approach is taken by the QIB whereby barriers to full implementation of the Ofsted Recommendations are identified and clear remedial actions are agreed where required.

- 6 This one-year-on review demonstrates that, overall, good progress is being made against each of the 14 Ofsted Recommendations. However, as can be seen from **Appendix 2**, the majority of recommendations are judged by the QIB to be at “Amber” and further actions are required to more firmly embed developments to date, before full assurance can be provided. The full plan is also attached at this Appendix to give the underpinning detail.

### **Background to the “One-Year-On” Review**

- 7 During the period 22 February to 16 March 2016, Ofsted carried out an inspection of Durham County Council’s Children’s Services (now Children and Young People’s Services) and the Local Safeguarding Children Board (LSCB) under the Single Inspection Framework (SIF).
- 8 Separate ratings for ‘overall effectiveness’ were given for CYPS and the LSCB. The inspection judgement for CYPS was ‘requires improvement’ and for the LSCB was ‘good’.
- 9 The Ofsted improvement plan was developed which addressed the 14 Ofsted Recommendations and set out actions which would be taken in line with the recommendations, and outcomes to be achieved.
- 10 The plan was submitted to Ofsted on 28 September 2016. The Senior Inspector and Lead Inspector were assured by the content of the plan and fed back that it was a comprehensive and focused document with clear actions and timescales.
- 11 The improvement plan was grouped into 4 themes which covered the 14 recommendations:
  - (a) Strengthening management and staffing capacity.
  - (b) Strengthening political and management oversight.
  - (c) Improving the quality of practice.
  - (d) Compliance with regulations.
- 12 For each theme, a lead was identified from the Senior Management Team of CYPS and Transformation and Partnerships, to ensure that the relevant actions were progressed.
- 13 A Quality Improvement Board (QIB) chaired by the Corporate Director of CYPS has met monthly since May 2016 to oversee the implementation of the

Ofsted improvement plan, providing strategic oversight and leading improvements in quality.

- 14 A “One Year On” review of progress to date against the anticipated outcomes of the Ofsted improvement plan has been carried out in partnership with the four theme leads. Recommendations for future actions and amendments to targets have been identified and are outlined in more detail in the paragraphs below.

## **Progress towards Outcomes**

### **Theme 1: Strengthening Management and Staffing Capacity**

- 15 This theme is working to Ofsted Recommendation 1: Capacity and stability in social work teams. Progress overall is Amber.

#### **Areas of Good Progress:**

- 16 Investment by the Council has significantly strengthened senior management and resource capacity across the service.
- 17 Two additional senior management posts - Corporate Director of Children and Young People’s Services and Head of Looked After Children and Care Leavers have been created, significantly strengthening senior leadership of the service. In addition, the Council has invested a further £1.38m increase to the base budget which has led to the following:-
- The establishment of an 11<sup>th</sup> Families First Social Work Team in the Easington area.
  - Four additional social work posts in the Child Protection Service and six additional social work posts in the Looked After Service.
  - Six team coordinator posts have been created to support the additional Families First team, Child Protection teams and Looked After teams.
  - Increased capacity in legal services to manage the increased volume of care proceedings.
  - An additional Independent Reviewing Officer.
- 18 In line with national trends, the demand for statutory social work services has been rising in County Durham. The number of open cases in the service has risen by 383 since June 2016 and numbers of children who need to be Looked After has also risen during the same period – from 715 in June 2016 to 800 as at 31 July 2017. This additional senior management and staffing capacity will enable the service to respond more effectively to the increased demand being experienced and to reduce the size of social work caseloads.
- 19 Processes are in place which provide robust oversight of cases where there is risk of drift and delay. Information is provided in the form of monthly team profiles. The team profiles provide managers with key performance

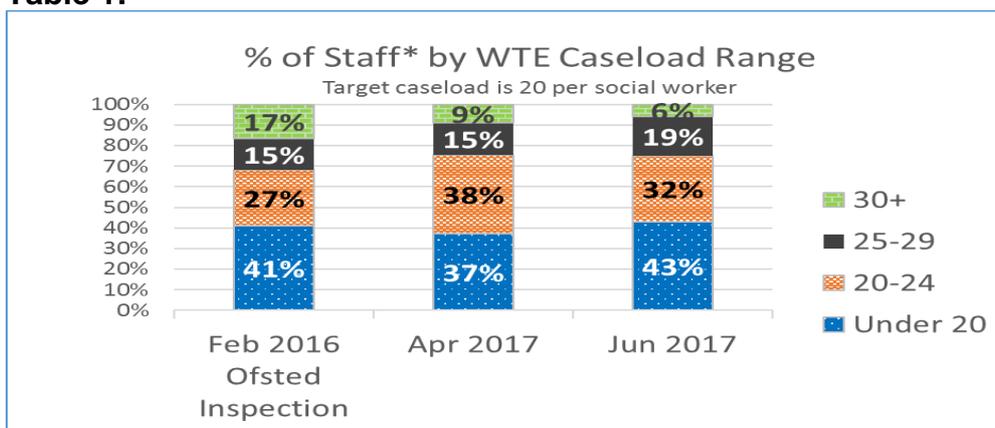
information such as caseload sizes, assessments completed within statutory timescales, visits to children at required statutory levels, child protection conferences held within timescales and HR information, such as sickness absence and staff supervision. These profiles are used by managers to inform case clinics which review all cases open for longer than 6 months and to ensure work with children and families meets statutory requirements and is making progress towards required outcomes.

- 20 Capacity is also being addressed through a series of LEAN reviews which seek to eliminate wasteful activity and achieve greater efficiency in day to day processes and practice within the service, enabling frontline practitioners to spend more time providing direct support to children and families. This will inform the detailed design of the new IT system.
- 21 An academy for newly qualified social workers was established last year and has supported 12 social workers in their first year in practice. All 12 have been appointed to posts within teams. A further 10 newly qualified social workers have been appointed to the academy for this year.
- 22 A revised development plan for social workers has recently been agreed so that they are upskilled and supported to continue their professional development. The plan includes a comprehensive range of training and development opportunities such as short courses like solution focussed practice and adult attachment in matching placements, accredited courses such as the practice educator award and consolidation module, and access to a professional development fund to allow experienced social workers to develop specialist knowledge and skills. The plan will be reviewed and updated by April 2018.
- 23 A “Strengthening Managers” programme has been commissioned for all managers. The programme aims to enhance management practice and support managers to adopt and implement reflective practice into their day to day supervision of staff. There is a clear focus on quality and practice improvement, demonstrating the achievement of improved outcomes for children as a result of interventions through effective management of and challenge to staff to improve their practice where required. To date 34 managers have completed the training and a second cohort of 16 managers is underway. It is anticipated that a further 5 cohorts will be required to ensure all managers complete the programme.

**Areas requiring further action:**

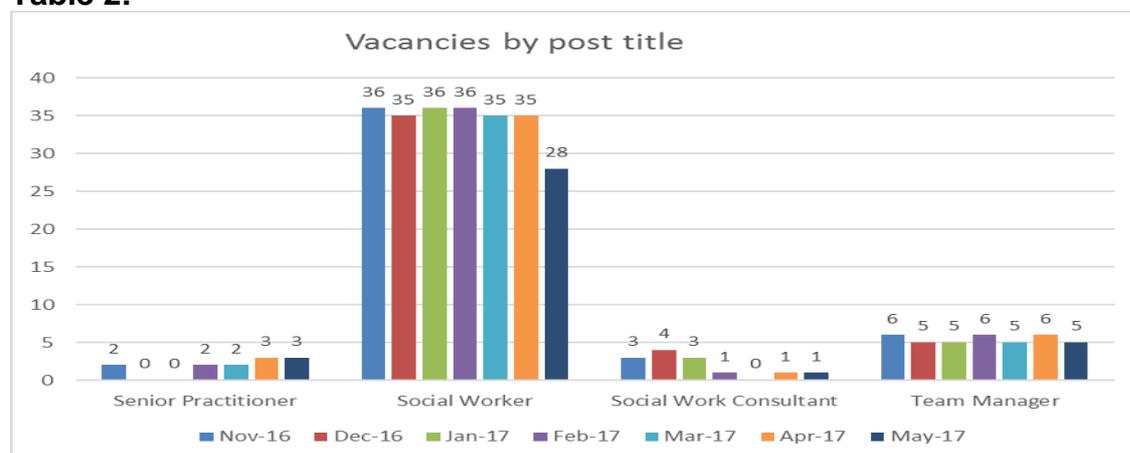
- 24 Caseloads are not yet consistently within set standards of 20 per social worker as a result of increased demand. Table 1 below shows the caseload position at the time of the Ofsted SIF compared with April 2017 and June 2017. There has been a 7% reduction in practitioners holding 25 or more cases and a 2% increase in those holding the required 20 or below. The service monitors caseload sizes monthly as there continues to be a large percentage of staff holding more than the desired number of cases.

**Table 1:**



- 25 The QIB has required a review of these standards so that team and individual caseload sizes are commensurate with safe and high quality practice. An analysis of the causes of increased demand is also to be carried out.
- 26 Whilst the use of agency staff to cover the vacancies has decreased, particularly in relation to management posts, this requires ongoing monitoring and oversight, linked to improved staff recruitment and retention. **Table 2** below shows a steady number of vacancies in team manager posts over the past six months despite the drive on recruitment. However social worker vacancies have decreased during this period and were at their lowest in May 2017.

**Table 2:**



- 27 The intention is to fill vacant posts by expanding the Social Work Academy and recruiting newly qualified staff to the vacancies, with a supporting programme of in-house training and development. Whilst this is not a risk-free approach, it is considered more manageable and less impactful than continued recruitment of a transient agency workforce which impacts on outcomes for children and families as a result of drift and delay experienced every time an agency worker leaves. This will be further enhanced by the

continuation of a return to social work programme and participation in a range of national programmes:

- (a) **Apprenticeships** – the introduction by the DfE of an apprentice social worker route to qualification, expected to be introduced by the end of 2017. Durham will seek to recruit by Easter 2018.
- (b) **Front Line** - an employment based pathway to social work qualification for current employees. 4 Participants will be supported on the programme from September 2017, with a view to supporting 8-12 participants from September 2018.
- (c) **First Line** - a leadership development programme for managers of statutory social work teams. Durham will be supporting 4 participants on the programme between Autumn 2017 and Summer 2018.
- (d) **Step Up to Social Work** - an employment based pathway for high quality graduates. It leads to a Postgraduate Diploma in Social Work after 14 months. In the North East the programme is designed and run by the local authorities working in partnership, supported by Manchester Metropolitan University. Durham will be supporting 5 participants on the next cohort of the programme between January 2018 and May 2019.

28 These actions are designed to improve the recruitment, professional development and retention of a skilled workforce and to reduce reliance on agency staff.

29 Work to further embed reflective practice across the service is taking place. Actions which support this have included setting up Learning Communities<sup>1</sup> in social work teams, reflective practice training for managers, and the establishment of a Quality Improvement Champions Network - a group made up of Senior Practitioners and Social Work Consultants whose role it is to ensure opportunities for reflective practice are provided on a day to day basis for practitioners. From recent audits carried out there is evidence that these approaches are beginning to impact on the quality of frontline practice, but there remains room for improvement. The impact of reflective practice on improved outcomes for children and families needs to come through more strongly.

## **Theme 2: Strengthening Political and Management Oversight**

30 This theme is working towards Ofsted Recommendation 2: Improved performance information for political and senior leaders so that they can develop strategies to improve practice and 3: Review of recording systems. Progress overall is considered to be Green for Recommendation 2 and Amber for Recommendation 3.

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<sup>1</sup> The Learning Communities provide opportunities for practitioners to share and reflect on practice with their peers to gain deeper insight and explore options for practice with families.

**Areas of Good Progress:**

- 31 New governance and performance reporting arrangements are now well established. Politicians have shaped new arrangements to strengthen their understanding and oversight of the work of CYPS. The Cabinet Member has worked with the Corporate Director of Children and Young People's Services and Lead Members of Overview and Scrutiny and Corporate Parenting Panel to set up regular ongoing liaison arrangements to consider performance and improvement issues. The Cabinet Member has strengthened the role of Support Member to assist in attending key Overview and Scrutiny and Corporate Parenting Panel activity. The reshaping of the Corporate Parenting Panel function with a widened remit, provides oversight of the full range of LAC arrangements, placements and settings. Overview and Scrutiny has a renewed focus with review work examining the role of the social worker in children's care.
- 32 Arrangements are supported by an improved Performance Management Framework (PMF) which was developed through a process of dialogue with social workers and managers. The new framework is split into four key themes which reflect the different levels of engagement of Council services with children:
- (a) Universal services
  - (b) Early help
  - (c) Assessment and safeguarding
  - (d) Looked after children and care leavers.
- 33 The framework also includes a series of key performance questions designed to promote scrutiny and challenge and to ensure that performance reporting reflects the experience of children living in County Durham and their progress towards achieving good outcomes. Reports are provided quarterly to Political Leaders, Chief Officers and Senior Managers within the Council enabling clear oversight and scrutiny of areas of good progress and those requiring further improvement.
- 34 Key outcomes to date from the strengthened arrangements are:
- (a) Initial consideration of the pressures on the social worker role at the Cabinet/Corporate Parenting/Scrutiny liaison meeting led to the referral of this issue to Scrutiny for more detailed work. Questioning to date from scrutiny members included requests for more information on caseload levels and further reporting on this area is now included in the scrutiny work programme.
  - (b) Benchmarking commissioned by the Cabinet/Corporate Parenting/Scrutiny liaison meeting informed the new strategy for the Corporate Parenting Panel, with a smaller membership, widened terms of reference and new work programme. Support for the Panel was more formally established as a key part of the Council's committee

structure, and reports are now in the public domain where possible, with a dedicated website section.

- 35 Good progress has also been made in relation to the review of recording systems. Following a £3m investment by the Council, the procurement of a new case management system “Liquid Logic” is well underway and on track for implementation in September 2018. The procurement and development processes have been well supported by fieldworkers and managers. A patch has been developed to fix the issues identified by Ofsted whereby important casework documentation could not be located in a single place through the existing SSID system. An interim work-around has been implemented which uses a Sharepoint facility to store all children’s case file records electronically within a consistent file structure, which is directly linked to their file on SSID.
- 36 In addition to the procurement of the new system, a comprehensive programme of Lean Reviews have taken place across all service areas to identify duplication in practice and processes with a view to securing more efficient and effective workflows. This work will also be used to improve practice and to inform the development and design of the Liquid Logic system.

**Areas requiring further action:**

- 37 The focus of the forward plan within this theme is to ensure the good progress made to date continues and becomes firmly embedded in the Council’s reporting framework.
- 38 The following actions are proposed to be included in a revised plan for the ongoing oversight and monitoring of QIB:
- (a) Ensure the strengthened political oversight and challenge brought by Members through improved political reporting arrangements with Cabinet, Overview and Scrutiny and Corporate Parenting Panel is evidenced in service actions and improvement activity.
  - (b) Embed the Performance Management Framework and ensure it provides qualitative as well as quantitative information to enable effective scrutiny and oversight with a particular focus on ensuring accuracy and timeliness of information and on driving action.
  - (c) Build on and strengthen the service-wide approach to improvement and the achievement of good quality outcomes for children and families.
  - (d) Carry out a self-assessment of Leadership and Management against the new Ofsted Framework to ensure that the Council is consistently meeting the new standards.
  - (e) Drive forward the implementation of Liquid Logic in line with the project plan ensuring practitioners continue to be engaged and part of the new system design to ensure it provides the best possible support to frontline practice and includes a comprehensive training programme to ensure smooth implementation.

### Theme 3: Improve the Quality of Practice

39 This theme is working towards Ofsted Recommendation 4: Improve the quality of assessments; 5: Improve the quality of care planning; 8: Improve case file auditing and 9: Improve oversight of casework for children in voluntary care and under the Public Law Outline (PLO) process. Progress against Recommendation 8 is Green and against Recommendations 4, 5 and 9 is Amber.

#### Areas of Good Progress:

40 Actions to address these recommendations and achieve improvements in the quality of frontline practice are well underway. A Quality Improvement Framework has been developed and implemented, together with a rigorous and objective programme of audit activity.

41 Two full quarters of auditing have now taken place using a more robust and objective audit methodology. The standards relating to evidencing the quality of frontline practice have been substantially increased in line with Ofsted findings. When audited against the new standards, the direction of travel is one of improvement each quarter, with a 21% improvement in social work casework graded good or above having been achieved since the Ofsted Inspection, as set out in **Table 3** below.

**Table 3:**

	Feb-16	Oct-16	Mar-17	Jun-17
Grades	Ofsted	Ingsons	Q4: Case File Audits	Q1: Case File Audits
Good or Above	40%	0%	50%	61%

42 From the most recent quarter's analysis of key themes and areas for improvement, the following areas have been identified as making good progress:

- A Case File audit methodology has been developed which ensures cases are selected randomly incorporating a sample of work from each team and allocated to managers who do not have direct managerial oversight of the case, thus improving the objectivity of the audit process.
- The importance of and commitment to identifying good practice and making challenges where improvement is needed and to ensuring audits are completed in time has increased. This is evidenced in the improved level of feedback to practitioners and managers following

audits which provide an opportunity to share findings of good practice and areas for development in detail. There are indications that the culture within the service is starting to shift to one which is more proactive, challenging and reflective in relation to quality improvement. Following a survey with practitioners and managers on audit feedback, all reported that they welcome the challenge and the opportunity to receive feedback on their practice.

- The overall improvement of between 10-11% during a single quarter, if it is maintained and increased in the following quarters, is significant. Independent auditors have been commissioned to audit a cross section of cases in November 2017. This will provide an additional check and balance to the validity of audit, its findings, the accuracy of auditing and the quality of practice.

**Areas requiring further action:**

43 From the analysis of the most recent audit, the following areas have been identified as those requiring continued and determined focus for improvement:-

- Case files audited as being inadequate are actively tracked and remedial actions are taken immediately to address gaps in practice and manage impact on outcomes for children. Case files graded as inadequate mean that the service a child is receiving is considerably lower than what it should be and is likely to lead to poor outcomes for them.
- Further actions to improve practice in relation to the consistent use and recording of chronologies, further improvement in the quality of assessments and family plans, and management oversight have been identified and are to be prioritised by the Service which will help to accelerate quality to a more acceptable level.
- A wider approach to understand how the quality and timeliness of the journey of the looked after child is viewed, worked with and evaluated at each stage is to be developed. An additional focus on permanence within the case file audit tool will ensure auditors consider the quality, timeliness and progress made specifically towards permanency for our Looked After Children.
- The practice in working with children suffering or at risk of suffering neglect needs a strong improvement focus. A high number of children, worked with by both early help and statutory professionals, live in neglectful households. These can be complex cases where sustained change is hard to effect and often involve large sibling groups. Cases are often escalated and de-escalated on numerous occasions and can remain open for a long time. This is a priority of the LSCB and is being addressed by them on a multi-agency basis. A multi-agency strategy for neglect has recently been developed with supporting detailed practitioner guidance.

- The rate of improvement in statutory services is not currently replicated within early help audits. Further analysis of the possible issues that are causing improvement within early help to stall is being undertaken
- Appropriate enquires need to be made in First Contact to support good decision making about what happens next with the referral. This is specifically in relation to issues of consent and families awareness of the referral being made, where the child's usual residence is, ensuring that the referrer follows procedures and takes responsibility for the quality of the information provided at the point of referral.
- Whilst the number of families from different cultures is small, audits have identified that further improvement is needed in working effectively with children and families whose first language is not English. Issues and the difficulties and additional challenges this may cause parents and the practitioner need to be addressed more clearly. Ensuring a good understanding of culture and faith in assessments and planning would strengthen culturally sensitive practice.

44 It is important to consider these audit findings within the context of the environment that managers and practitioners are working in, as this can have an impact on the quality and improvement of practice and its recording. The intention is for social workers to hold no more than 20 cases, however, this continues to prove challenging as reported in paragraphs 24-25. Caseload sizes are still too high for many staff members and the efforts of Theme 1 to strengthen capacity alongside a continued focus on early help and progressing cases continues to be prioritised so that the service can adequately manage demand.

45 From analysis of the rate of progress being achieved to date in improving the quality of frontline practice, the overall ambitious target of achieving 90%-100% good or above across all casework should remain. Our expectation is that the quality of social work casework should reach 80% - 100% good or above by March 2018 and 90% - 100% good or above by March 2019.

#### **Theme 4: Compliance with Regulations:**

46 This theme is working towards the following Ofsted Recommendations:

- 6: Consent from parents for referrals to the service for children in need;
- 7: Improve private fostering arrangements;
- 10: Improve the quality of court reports for children moving to live with parents under Care Orders;
- 11: Improve the use of Independent Visitor Scheme for looked after children;

- 12: Improve the offer of “staying put” for care leavers in foster care;
- 13: Ensure a targeted approach based on analysis of need drives adoption recruitment;
- 14: Improve the analysis and use of information from Return Home Interviews for children who go missing or who are at risk of Child Sexual Exploitation;

Progress towards Recommendations 11 and 12 is Green and for the others is Amber.

**Areas of Good Progress:**

- 47 Procedures have been revised in First Contact to ensure all referrers gain consent from parents to referrals wherever possible.
- 48 Presentations have been made to various partnerships and a marketing and publicity plan has been implemented to improve knowledge and reporting in relation to private fostering, so that appropriate assessments are made and arrangements are in place to ensure children in such arrangements are being cared for safely.
- 49 An improved offer of Independent Visitors for Looked After Children has been developed in partnership with County Durham Youth Offending Service whose volunteers have been approached and provided with additional training to offer this support. To date, 7 volunteers have offered and are providing an independent visiting service.
- 50 For all young people in foster care at the age of 15.5 years, consideration is given to staying put arrangements up to the age of 18 years should they wish to do so and there are a number of young people who are currently in staying put arrangements. The views and wishes of young people and their carers is sought at this stage and informs their future plans. The Staying Put procedure has been amended and training and recruitment includes information and guidance for foster carers who are encouraged to support children in this way.
- 51 An assessment of need to inform an adoption recruitment strategy has been carried out linked to regional work. An expression of interest to DfE Practice and Improvement Fund has been successful. This will support recruitment and marketing of potential adopters; promoting early permanence and sharing best practice and the assessment and training of prospective adopters.
- 52 Procedures relating to the completion of Return Home Interviews following children going missing from home have led to an improvement in interviews being delivered. Completed forms are sent to the Erase Team and are used to inform the identification of locations and suspects involved in potential Child Sexual Exploitation and necessary disruption activity is identified and carried out. Plans are in place to develop an annual report for missing children that provides a position statement for partners.

**Areas requiring further action:**

- 53 Timescales and actions for achieving compliance are to be extended to March 2018 in relation to the following:-
- (a) 100% Early Help referrals record consent;
  - (b) 90-100% of Placement with Parents assessments are good;
  - (c) 100% Placement with Parents Assessments show senior management sign-off.
  - (d) An improved Adoption Recruitment Strategy leads to the recruitment of sufficient adopters to meet the needs of children.

**Conclusion**

- 54 The majority of actions identified in the Ofsted improvement plan have been or are being implemented and good progress has been made as a result of actions taken in most areas.
- 55 Actions taken by the service in support of the implementation of the Quality Improvement Framework have led to practitioners and managers having a greater focus on quality in their day to day practice as evidenced by the improving quality being demonstrated through the audit programme. This means that the desired culture of quality - high expectations, high challenge, high support - is improving and becoming more firmly embedded across the service.
- 56 However, it is recognised that the quality of case recording is not yet at the level required, and a period of further embedding is necessary in order to provide a stronger level of assurance that the changing culture is having a positive impact on improved outcomes for children and families.
- 57 The robust oversight and challenge of the QIB towards progress has ensured additional actions, where required, have been identified and implemented supporting a process of continual improvement in the quality of frontline practice, recording and management oversight. This includes the identification of barriers to progress and solutions to address these where they have arisen. There has been support on recruitment and staff development challenges and in strengthening political and management oversight from across the Council including wide ranging input from HR, the Council's Corporate Management, the Chief Executive and leading Members.
- 58 The QIB has required a revision of the current Ofsted Improvement Plan which reflects this one-year-on review and additional actions referenced within this report will be incorporated. The revised plan will inform the work of the QIB in the next period and ensure progress to date is sustained and further improved upon. This will also take into account the revised Ofsted Framework to ensure we continue to meet regulatory standards.

## **Recommendation**

59 Cabinet is recommended to:

- (a) note the progress made against the Ofsted recommendations and the further work required.

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**Tel: 03000 261630**

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## **Appendix 1: Implications**

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**Finance** – A number of tasks associated with the plan have resource implications and Children and Young People's Service Management Team will ensure that these tasks are managed within existing resources or seek new resources where required. Investment has already been made into the Service to support the development of a new team.

**Staffing** – Workforce development will benefit staff and will help to challenge thinking and introduce new ways of working into practice. Roles and responsibilities are being amended in line with revised requirements. Embedding culture change is dependent on staff working effectively and understanding service aims, supported by managers. A series of programmes of activity and work associated with the resourcing, recruitment and retention of the workforce are being undertaken.

**Risk** – Changes need to be carefully managed to ensure that the protection of children remains robust and the system is not de-stabilised during transition.

**Equality and Diversity / Public Sector Equality Duty** – The needs of vulnerable children and families will be better met through implementation of the improvement plan

**Accommodation** – relocation and co-location of staff teams across the county, which will be managed within existing resources or new resources where required.

**Crime and Disorder** – None.

**Human Rights** – None.

**Consultation** – Any changes to workforce will be subject to consultation with affected staff. Members and senior members of Corporate Management Team were consulted and engaged in the development of the improvement plan.

**Procurement**– to be managed within existing working arrangements.

**Disability Issues**– None at this stage.

**Legal Implications**– All changes will be compliant with legal requirements.

## Appendix 2: Ofsted Recommendations 2016

No.	Ofsted Recommendation:	RAG Rating
1	Continue with existing plans to ensure that there is sufficient capacity and stability in social work teams so that caseloads are manageable and workers are able to fully support children and young people.	A
2	Review existing arrangements to ensure that political and senior leaders have access to improved quantitative and qualitative performance information that enables them to have an accurate picture of the current practice delivered to children, so that they can develop strategies to maintain and improve the quality of frontline practice.	G
3	Continue with the plan to review existing recording systems to ensure that children's case records are organised in such a way that they present a coherent, accurate and easily accessible picture of the child's journey.	A
4	Improve the quality of social work assessments for all children, young people and care leavers by ensuring that they consistently contain comprehensive and rigorous analysis of all relevant information.	A
5	Improve the quality of planning for all children, young people and care leavers so that plans are clear about intended outcomes and timescales, and about who is responsible for actions. Ensure that families receive a copy of their plan. Ensure that key agencies participate in strategy discussions and meetings, or provide information to them, to comply with statutory guidance.	A
6	Ensure that consent is sought from parents when enquiries are undertaken for all cases of children and young people in need.	A
7	Improve private fostering arrangements to comply with statutory guidance through effective awareness raising, visits to children and completion of assessments.	A
8	Improve case file auditing to ensure robust and independent evaluation of the quality of practice to promote learning and improvement.	G
9	Improve the oversight of casework where children are in voluntary care arrangements, including those under the PLO process, so that plans for these children progress without delay and within timescales	A
10	For children moving to live with parents under care orders, review practice in respect of reports prepared under 'The Care Planning, Placement and Case Review (England) Regulations 2010' to make sure that these cover all relevant information and are signed off at a suitably senior level.	A
11	Review of use of, and eligibility criteria for, the independent visitor scheme so that the full range of children who would benefit from the scheme are able to do so.	G
12	Ensure that all care leavers in foster care are aware of the opportunity to 'stay put' in their placements after the age of 18 years, should they wish to do so.	G
13	Ensure that adoption recruitment strategy is based on the analysis of data, so that there is a targeted approach to ensure that sufficient carers are recruited to meet the needs of children in Durham.	A
14	Improve how information from return home interviews is used to support risk assessments for children who go missing and/or are at risk of child sexual exploitation.	A

**Detailed Ofsted Improvement Action Plan  
Final as at 28 March 2017**

<b>Theme 1: Strengthening management and staffing capacity</b>  <b>PID Milestones:</b> <b>M1</b> - Resources required identified and financial management processes applied to meet demand <b>M2</b> - Recruitment process reviewed and monitored through key performance data <b>M3</b> - Evaluation of social work development programmes completed <b>M4</b> - Social worker health check completed <b>M5</b> - Structure designed and implemented	<b>Lead: Carole Payne</b>  <b>Membership: Mark Gurney</b>
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**Ofsted Recommendation 1: Continue with existing plans to ensure that there is sufficient capacity and stability in social work teams so that caseloads are manageable and workers are able to fully support children and young people.**

Action(s) linked to the tasks of the PID	Lead Officer	Start date	End date	Expected Outcome
<b>Resourcing</b> <ul style="list-style-type: none"> <li>Assess requirement for additional resources and produce a report to secure agreement if required.</li> <li>Obtain interim resources to secure additional social work staffing pending the full assessment. Additional team in place.</li> <li>Analysis of good practice outside of Durham in recruitment, retention and development of social work staff.</li> </ul>	Head of Children's Services	May 16	June 16	Structure developed to reflect demand across County with sufficient management capacity to assure quality.
		May 16	Sept 16	
		May 16	Sept 16	Cases progress in a timely manner without drift or delay.
<b>Recruitment</b> <ul style="list-style-type: none"> <li>Improve recruitment and retention arrangements to support effective caseload management</li> </ul>	Strategic Manager, Children's Services Reform	May 16	Oct 17	Caseloads are within set standards for social workers and team managers
<b>Retention</b> <ul style="list-style-type: none"> <li>Introduction of a Social Work Academy to develop 12 supernumerary newly qualified social workers. Practice Lead in post 12 new participants in academy posts 12 experienced social workers placed into vacancies</li> <li>Development programme in place (including training, coaching and supported workplace experience) and management practice improved:               <ul style="list-style-type: none"> <li>Introduce a development programme for aspiring Team Managers to support experienced social workers to move into management roles.</li> <li>Enhance the development programme for existing team managers</li> </ul> </li> </ul>	Strategic Manager, Child Protection and Disability	Feb 16 - -	July 16 Oct 16 Oct 17	Agency staff usage reduced.  Staff turnover levels are maintained at under 10%.  Additional social workers are prepared for practice.
	Strategic Manager, Children's Services Reform/Strategic Manager, Service Quality and Development	June 16	Sept 17	Successful recruitment of Team Managers when required.  Upskilling of social workers
	Strategic Manager, Children's Services Reform	June 16	Sept 17	Management practice is enhanced ensuring the same system of practices for all social work staff.

<b>Theme 1: Strengthening management and staffing capacity</b>  <b>PID Milestones:</b> <b>M1</b> - Resources required identified and financial management processes applied to meet demand <b>M2</b> - Recruitment process reviewed and monitored through key performance data <b>M3</b> - Evaluation of social work development programmes completed <b>M4</b> - Social worker health check completed <b>M5</b> - Structure designed and implemented	<b>Lead: Carole Payne</b>  <b>Membership: Mark Gurney</b>
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**Ofsted Recommendation 1: Continue with existing plans to ensure that there is sufficient capacity and stability in social work teams so that caseloads are manageable and workers are able to fully support children and young people.**

Action(s) linked to the tasks of the PID	Lead Officer	Start date	End date	Expected Outcome
<ul style="list-style-type: none"> <li>○ Enhance the development programme for existing social workers</li> <li>○ Investment in development opportunities for senior managers</li> <li>○ Offer all social workers access to reflective practice sessions for all areas: <ul style="list-style-type: none"> <li>Families First phase 1</li> <li>Families First phase 2</li> <li>All teams</li> </ul> </li> <li>○ Repeat Social Worker Health Check to gauge staff morale and issues affecting retention.</li> </ul>	Strategic Manager, Child Protection and Disability	June 16	Sept 17	Demonstrate that reflective practice improves outcomes for young people.  Efficient system of social work.  High quality social work practice for children and families including targeted early help
	Head of Children's Services	June 16	Sept 17	
	Strategic Manager, First Contact and Intervention Service	Started -	Mar 16 Oct 16 Mar 17	
	Strategic Manager, Child Protection and Disability	Started	Nov 16	
<b>Structure</b> <ul style="list-style-type: none"> <li>• Engage external consultant to complete review of workflow to inform a restructure of social work teams</li> </ul>	Head of Children's Services	Apr 16	Oct 17	

<b>Theme 2: Strengthening political and management oversight</b>  <b>PID Milestones:</b> <b>M1</b> - Political and senior management reporting programmes set <b>M2</b> - Opportunities to discuss success and issues are generated across the Council <b>M3</b> - Updated electronic record management system procured and implemented <b>M4</b> - Review existing working practices and undertake audits to determine effectiveness in key areas of service delivery	<b>Lead: Jenny Haworth</b>  <b>Membership: Helen Fergusson</b>
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**Ofsted Recommendation 2: Review existing arrangements to ensure that political and senior leaders have access to improved quantitative and qualitative performance information that enables them to have an accurate picture of the current practice delivered to children, so that they can develop strategies to maintain and improve the quality of frontline practice.**

Action(s) linked to the tasks of the PID	Lead Officer	Start date	End date	Expected Outcome
Review of good practice in political/ management oversight outside of Durham, including quantitative and qualitative information reported, and approach to analysis and challenge.  Review all existing reports to political and senior leaders to ensure they facilitate line of sight on performance and quality and risk. Develop reports for: <ul style="list-style-type: none"> <li>• Children's Services Management Team (CSMT)</li> <li>• CMT</li> <li>• Cabinet</li> <li>• Overview and Scrutiny committees</li> <li>• Corporate Parenting Panel</li> </ul>	Strategic Manager, Service Quality and Development	Sept 16  May 16	Oct 16  Oct 16	A clear picture of the quality of practice in children's services is presented to political and senior leader.
Put in place a new performance system based on improved analysis and engagement to ensure that: <ul style="list-style-type: none"> <li>• The children and young people's services position is understood by the Children's Services Management Team, corporate Management Team, Cabinet and the Council.</li> <li>• That senior managers and politicians have an accurate picture of current performance</li> </ul>	Head of Children's Services	Aug 16	April 17	Greater knowledge and ownership of children's services within the senior leadership, the service and the council

<b>Theme 2: Strengthening political and management oversight</b>  <b>PID Milestones:</b> <b>M1</b> - Political and senior management reporting programmes set <b>M2</b> - Opportunities to discuss success and issues are generated across the Council <b>M3</b> - Updated electronic record management system procured and implemented <b>M4</b> - Review existing working practices and undertake audits to determine effectiveness in key areas of service delivery	<b>Lead: Jenny Haworth</b>  <b>Membership: Helen Fergusson</b>
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**Ofsted Recommendation 3: Continue with the plan to review existing recording systems to ensure that children’s case records are organised in such a way that they present a coherent, accurate and easily accessible picture of child’s journey.**

Action(s) linked to the tasks of the PID	Lead Officer	Start date	End date	Expected Outcome
Develop a ‘work around’ on the current electronic case file system (SSID) across Children’s Services to provide an interim process that ensures case file recording can evidence the child’s journey is clear and safe and risk is clearly managed	Head of Planning and Service Strategy	Sept 16	Nov 16	Data is easily filed Staff time is used efficiently
Implement ‘work around’ electronic case file system	Head of Planning and Service Strategy	Nov 16	Mar 17	Management data is easily achieved Accessible information on all case files
Development and approval of business case to replace Social Services Information Database (SSID) and commission a system that supports practitioners	Head of Planning and Service Strategy Head of ICT	Sept 16	Jan 17	Case file system is fit for purpose showing the child’s journey
Procure electronic case file system across Children and Young People’s Services	Head of Planning and Service Strategy/Head of Children’s Services	Mar 17	July 17	Practitioners and managers are complementary about the case file system enhancing practice
Implement new electronic case file system	Head of Planning and Service Strategy	Quarter 2, 2017	TBC	More social work time is spent on working with families

**Ofsted Recommendation 9: Improve the oversight of casework where children are in voluntary care arrangements, including those under the PLO process, so that plans for these children progress without delay and within timescales.**

Include in quarterly reports for senior leaders and politicians that provides an accurate picture of children accommodated under s20 and/or in PLO to provide assurance that cases are progressing in a timely manner.	Strategic Manager, Child Protection and Disability	Started	Sept 16	Capture quality improvement and outcomes for children
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<b>Theme 3: Improving the quality of practice</b> <b>PID Milestones:</b> <b>M1</b> - Review existing working practices in relation to assessment and undertake internal and external audits to determine effectiveness <b>M2</b> - Practice standards for care planning are agreed and implemented <b>M3</b> - Introduce family friendly care plan documentation <b>M4</b> - LSCB strategy meetings attendance monitored and comprehensive IRO report on quality of planning to CYPSMT <b>M5</b> - Family outcomes framework developed and evaluated to determine service improvement <b>M6</b> - Culture of quality instilled with the workforce <b>M7</b> - Comprehensive programme of internal and external audits undertaken and areas of concern acted upon	<b>Lead: Caroline O'Neill</b> <b>Membership: Julie Scurfield</b>
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**Ofsted Recommendation 3: Continue with the plan to review existing recording systems to ensure that children's case records are organised in such a way that they present a coherent, accurate and easily accessible picture of child's journey.**

Action(s) linked to the tasks of the PID	Lead Officer	Start date	End date	Expected Outcome
Improve management oversight of case recording practice and ensure documentation relating to case records are accessible within the electronic case file system through the introduction of 'Live Document Image Processing'  A lean programme is introduced across the services  A standard case file system is agreed by senior management for the service	Head of Children's Services	Started	Nov 17	The case file audit demonstrates 100% compliance with the case file recording requirements following the implementation of 'Live Document Image Processing'  More social work time is spent on working with families

**Ofsted Recommendation 4: Improve the quality of social work assessments for all children, young people and care leavers by ensuring that they consistently contain comprehensive and rigorous analysis of all relevant information.**

<b>Assessments</b> <ul style="list-style-type: none"> <li>Review standards in relation to quality of assessment</li> <li>Implement practice standards to ensure only 'good' parenting assessments and Court reports are signed off.</li> </ul>	Head of Children's Services  Strategic Manager, Think Family Services	May 16  June 16	July 17  Jan 17	<b>Checkpoints: Baseline 40%</b>  65-70% of assessments are good or better within 6 months ie by April 2017.  90%-100% of assessments are good within 1 year ie by March 2018.
<b>Training and support for Assessment</b> <ul style="list-style-type: none"> <li>Deliver ongoing training, coaching and support for social workers so that they are competent and confident to complete high quality assessments.</li> <li>Provide support for social workers through social work consultants</li> <li>Deliver programme of refresher training</li> </ul>	Strategic Manager, Think Family Services	From Jan 16	Jan 17	Staff are competent in assessment and are supported to produce high quality work.
<b>Competency</b> Review staffs' performance and competency against the agreed standards. Undertake internal and external audits to determine effectiveness <ul style="list-style-type: none"> <li>Case file audit programme developed</li> <li>Two external audit outcomes</li> <li>Report progress to senior leaders</li> </ul>	Head of Children's Services	June 16 Jan 17 July 16	Ongoing July 17 Ongoing	Staff performance improves

<b>Theme 3: Improving the quality of practice</b>  <b>PID Milestones:</b> <b>M1</b> - Review existing working practices in relation to assessment and undertake internal and external audits to determine effectiveness <b>M2</b> - Practice standards for care planning are agreed and implemented <b>M3</b> - Introduce family friendly care plan documentation <b>M4</b> - LSCB strategy meetings attendance monitored and comprehensive IRO report on quality of planning to CYPSMT <b>M5</b> - Family outcomes framework developed and evaluated to determine service improvement <b>M6</b> - Culture of quality instilled with the workforce <b>M7</b> - Comprehensive programme of internal and external audits undertaken and areas of concern acted upon	<b>Lead: Caroline O'Neill</b>  <b>Membership: Julie Scurfield</b>
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**Ofsted Recommendation 5: Improve the quality of planning for all children, young people and care leavers so that plans are clear about intended outcomes and timescales, and about who is responsible for actions. Ensure that families receive a copy of their plan. Ensure that key agencies participate in strategy discussions and meetings, or provide information to them, to comply with statutory guidance.**

Action(s) linked to the tasks of the PID	Lead Officer	Start date	End date	Expected Outcome
Carry out an audit of S47 enquiries and strategy discussions to ensure there is appropriate participation of key agencies in discussions and decision making	Strategic Manager, Children's Services Reform	Oct 17	Dec 17	Compliance with Statutory Guidance  <b>Checkpoints: Baseline 40%</b> September 2016 – 55% of plans are good. December 2016 -65% of plans are good. March 2017 – 90%- 100% of plans are good. Improve the quality of plans to a consistent level of 'good'.  All statutory partners and care groups attend strategy meetings as required.
<ul style="list-style-type: none"> <li>Analysis of good practice in quality improvement elsewhere to inform the Durham approach</li> <li>Develop a social work engagement programme with a focus on quality</li> <li>Review the impact of the quality improvement programme in practice and set new milestones</li> </ul>	Strategic Manager, Children's Services Reform	July 16	Apr 17	
Develop practice standards for care planning.	Strategic Manager, Children's Services Reform	Nov 16	Jan 17	
Encourage challenge from the Local Safeguarding Children's Board (LSCB) to drive service improvement and embed a performance culture	Head of Children's Services/ Strategic Manager, Child Protection and Disability	Started	Dec 17	
Encourage challenge from the Independent Reviewing Officers (IRO) to drive service improvement and embed a performance culture	Head of Children's Services/Strategic Manager, Service Quality and Development	Started	Dec 17	
Introduce the family outcomes framework to demonstrate improved outcomes from implementation of plans. <ul style="list-style-type: none"> <li>Family outcomes framework developed and evaluated to determine service improvement</li> <li>First quarterly report</li> <li>Second quarterly report</li> </ul>	Strategic Manager, Think Family Services	Nov 16	July 17  - Mar 17 - July 17	

<b>Theme 3: Improving the quality of practice</b>  <b>PID Milestones:</b> <b>M1</b> - Review existing working practices in relation to assessment and undertake internal and external audits to determine effectiveness <b>M2</b> - Practice standards for care planning are agreed and implemented <b>M3</b> - Introduce family friendly care plan documentation <b>M4</b> - LSCB strategy meetings attendance monitored and comprehensive IRO report on quality of planning to CYPSMT <b>M5</b> - Family outcomes framework developed and evaluated to determine service improvement <b>M6</b> - Culture of quality instilled with the workforce <b>M7</b> - Comprehensive programme of internal and external audits undertaken and areas of concern acted upon	<b>Lead: Caroline O'Neill</b>  <b>Membership: Julie Scurfield</b>
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**Ofsted Recommendation 8: Improve case file auditing to ensure robust and independent evaluation of the quality of practice to promote learning and improvement.**

Action(s) linked to the tasks of the PID	Lead Officer	Start date	End date	Expected Outcome
Review quality improvement framework and implement a revised framework.	Strategic Manager, Children's Services Reform	Jun 16	Apr 17	Staff are supported to produce high quality work.
Introduce peer audit of social work case files and audit moderation and produce analysis and an evaluation of practice to be presented annually to Cabinet. (Audits are to be undertaken every quarter)	Strategic Manager, Children's Services Reform	Started	Sept 18	Audit drives improvement in practice so that quality improvement is continuous.
Introduce a programme of thematic audits to assess the quality of work in relation to: <ul style="list-style-type: none"> <li>• Assessment</li> <li>• Domestic abuse</li> <li>• Family/Care plan</li> <li>• Placement with parent regulations compliance</li> <li>• Private fostering</li> <li>• Neglect</li> <li>• Casework Recording</li> <li>• Children placed with friends and family under Section 20</li> <li>• Assessment</li> <li>• Private fostering</li> <li>• Family/Care plan</li> <li>• Child sexual exploitation (CSE)</li> <li>• Use of research in practice</li> <li>• Casework Recording</li> <li>• Pre-birth assessment</li> </ul> <ul style="list-style-type: none"> <li>• Thematic audits to be determined by CSMT are to be held every quarter</li> </ul>	Strategic Manager, Children's Services Reform	June 16  Sept 16 Jan 17 Jan 17 Jan 17 Jan 17 April 17 Jul 17 Jul 17 Oct 17 Oct 17 Jan 18 Jan 18 Apr 18 Jul 18 Jul 18  Apr 17	Sept 18  Nov 16 Mar 17 Mar 17 Mar 17 Mar 17 Jun 17 Sept 17 Sept 17 Dec 17 Dec 17 Mar 18 Mar 18 Jun 18 Sept 18 Sept 18  Sept 18	Quality in key areas of practice is understood and action plans to improve are in place

<b>Theme 3: Improving the quality of practice</b>  <b>PID Milestones:</b> <b>M1</b> - Review existing working practices in relation to assessment and undertake internal and external audits to determine effectiveness <b>M2</b> - Practice standards for care planning are agreed and implemented <b>M3</b> - Introduce family friendly care plan documentation <b>M4</b> - LSCB strategy meetings attendance monitored and comprehensive IRO report on quality of planning to CYPsMT <b>M5</b> - Family outcomes framework developed and evaluated to determine service improvement <b>M6</b> - Culture of quality instilled with the workforce <b>M7</b> - Comprehensive programme of internal and external audits undertaken and areas of concern acted upon	<b>Lead: Caroline O'Neill</b>  <b>Membership: Julie Scurfield</b>
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**Ofsted Recommendation 9: Improve the oversight of casework where children are in voluntary care arrangements, including those under the PLO process, so that plans for these children progress without delay and within timescales.**

Action(s) linked to the tasks of the PID	Lead Officer	Start date	End date	Expected Outcome
Introduce bi-annual external independent case file validation audit and complete audit in: <ul style="list-style-type: none"> <li>• Audit 1 - Ingsons - Nov 16</li> <li>• Audit 2 - Ingsons - July 17</li> </ul>	Strategic Manager, Children's Services Reform	Sept 16	July 17  Nov 16 July 17	External validation matches Children's Services audits
Review the case tracking system for all cases, so that progress can be demonstrated and delay avoided for Public Law Outline (PLO).	Strategic Manager, Child Protection and Disability	Started	Sept 16	Managers can respond quickly when an issue is raised
Continue to ensure that all children are appropriately treated as looked after through the use of Out of Parental Care Reviews. Audit progress of cases subject to Out of Parental Care Reviews to ensure the clinic is being effective in assuring progress	Strategic Manager, First Contact and Intervention Service	Started	Sept 16	All cases progress to appropriate timescales Cases in PLO progress within agreed timescales  No children are looked after without the appropriate legal status
Review the Dispute Resolution Process to ensure that IROs are able to drive improvements and progress of cases.	Strategic Manager, Service Quality and Development	May 16	June 16	

<b>Theme 4: Compliance with regulations</b>		<b>Lead: Karen Robb / Gill Horrobin</b>		
<b>PID Milestones:</b> M1 - Improve practice in key areas of regulatory requirements, develop new lean ways of working where required, monitor compliance through audit, ensure stakeholders are communicated with and understand any changed processes		<b>Membership: Gill Eshelby</b>		
<b>Ofsted Recommendation 6: Ensure that consent is sought from parents when enquiries are undertaken for all cases of children and young people in need.</b>				
<b>Action(s) linked to the tasks of the PID</b>	<b>Lead Officer</b>	<b>Start date</b>	<b>End date</b>	<b>Expected Outcome</b>
Systematically record consent in First Contact for early help cases.	Strategic Manager, First Contact and Intervention Service	June 16	Mar 17	100% early help referral records record consent from parents to share information.
<b>Ofsted Recommendation 7: Improve private fostering arrangements to comply with statutory guidance through effective awareness raising, visits to children and completion of assessments.</b>				
Increase innovative ways to ensure private fostering placements are notified to the local authority by: <ul style="list-style-type: none"> <li>delivering an ongoing awareness raising campaign to gain a rise in numbers</li> <li>Awareness to schools and target pastoral staff so schools and health visitors confirm that all private fostering arrangements have been notified</li> <li>reissue guidance to staff and managers</li> <li>report to the CSMT/LSCB activity</li> <li>Complete audit of private fostering casework on a six monthly basis to ensure statutory functions have been delivered and quality is 'good'.</li> </ul>	Strategic Manager, Looked After and Permanence	Started	Mar 17	Notification of private fostering arrangements increase.
		Started	Mar 17	100% of privately fostered children are seen in timescales.
		Started	Mar 17	All assessments for privately fostered children are 'good'.
		Started	Mar 17	
		Oct 16	Mar 17	
<b>Ofsted Recommendation 10: For children moving to live with parents under care orders, review practice in respect of reports prepared under 'The Care Planning, Placement and Case Review (England) Regulations 2010' to make sure that these cover all relevant information and are signed off at a suitably senior level.</b>				
Revise use of placement with parents regulations and ensure that assessments are signed off by senior managers <ul style="list-style-type: none"> <li>Training for all managers and social workers in revised expectations</li> <li>Procedural audit to be commissioned including a check on the management sign-off arrangements</li> <li>All placement with parents reports are signed off by Strategic management</li> </ul>	Strategic Manager, Looked After Children and Permanence	Sept 16	Mar 17	Placement with parents assessments drive the planning process.
		Jun 16	Mar 17	Audits show 90% -100%of placement with parent's assessments are 'good'.
		Jun 16	Mar 17	100% placement with parent's assessments shows senior management sign-off.

<b>Theme 4: Compliance with regulations</b>		<b>Lead: Karen Robb / Gill Horrobin</b>		
<b>PID Milestones:</b> M1 - Improve practice in key areas of regulatory requirements, develop new lean ways of working where required, monitor compliance through audit, ensure stakeholders are communicated with and understand any changed processes		<b>Membership: Gill Eshelby</b>		
<b>Ofsted Recommendation 11: Review of use of, and eligibility criteria for, the independent visitor scheme so that the full range of children who would benefit from the scheme are able to do so.</b>				
<b>Action(s) linked to the tasks of the PID</b>	<b>Lead Officer</b>	<b>Start date</b>	<b>End date</b>	<b>Expected Outcome</b>
<p>Offer all relevant young people an Independent Visitor (IV) and support increased uptake to the scheme.</p> <ul style="list-style-type: none"> <li>Criteria revised</li> <li>Number of children meeting criteria for IV reviewed</li> <li>Increased take up of the scheme</li> </ul>	Strategic Manager, Looked After Children and Permanence	<p>Jun 16</p> <p>Jun 16</p> <p>Jun 16</p>	<p>Mar 17</p> <p>Mar 17</p> <p>Mar 17</p>	<p>Offers of independent visitors are evidenced on all children's files.</p> <p>Baseline take up is 6 young people.</p> <p>Improve to 100% of eligible young people with explanation and understanding why not taken up.</p>
<b>Ofsted Recommendation 12: Ensure that all care leavers in foster care are aware of the opportunity to 'stay put' in their placements after the age of 18 years, should they wish to do so.</b>				
<p>Promote staying put to all care leavers, so that rates of staying put increase.</p> <ul style="list-style-type: none"> <li>Demonstrate that all eligible young people have been informed of their right to stay put, as evidenced in audit of their files</li> <li>Take up of staying put and supported lodgings conversions monitored</li> <li>Measure developed of children over 18 supported in their placement by the local authority, to include staying put and Special Guardianship Order placements</li> </ul>	Strategic Manager, Looked After Children and Permanence	<p>Jun 16</p> <p>Jun 16</p> <p>Jun 16</p>	<p>Mar 17</p> <p>Mar 17</p> <p>Mar 17</p>	<p>Checkpoint: baseline 11 young people stay put (11.1%).</p> <p>Dec 2017 – 90% - 100% stay put as percentage of the young people who are eligible to apply are offered this choice.</p>

<b>Theme 4: Compliance with regulations</b>		<b>Lead: Karen Robb / Gill Horrobin</b>		
<b>PID Milestones:</b> <b>M1</b> - Improve practice in key areas of regulatory requirements, develop new lean ways of working where required, monitor compliance through audit, ensure stakeholders are communicated with and understand any changed processes		<b>Membership: Gill Eshelby</b>		
<b>Ofsted Recommendation 13: Ensure that adoption recruitment strategy is based on the analysis of data, so that there is a targeted approach to ensure that sufficient carers are recruited to meet the needs of children in Durham.</b>				
<b>Action(s) linked to the tasks of the PID</b>	<b>Lead Officer</b>	<b>Start date</b>	<b>End date</b>	<b>Expected Outcome</b>
Produce an analysis of adoption recruitment patterns and target recruitment actions accordingly, with a view to increase recruitment of adopters in 'high need' areas. <ul style="list-style-type: none"> <li>• Analysis of patterns complete - Annual adoption report</li> <li>• Recruitment actions targeted</li> <li>• Recruitment of adopters increased</li> </ul>	Strategic Manager, Looked After Children and Permanence	July 16  Oct 16	Mar 17  Mar 17	Adoption recruitment is matched to detailed needs analysis.
<b>Ofsted Recommendation 14: Improve how information from return home interviews is used to support risk assessments for children who go missing and/or are at risk of child sexual exploitation.</b>				
Develop return to home interview (RTHI) to include analysis of cause, consequence, risk and actions for children at risk of CSE <ul style="list-style-type: none"> <li>• RTHI developed</li> <li>• Management sign off in place</li> <li>• Audit complete</li> </ul>	Strategic Manager, Looked After Children and Permanence	Jun 16 Started Sept 16	Sept 16 July 16 Oct 16	RTHIs inform plans to reduce risk for young people who go missing.