

Thurrock Children's Services Continuous Development Plan

Summary of Ofsted recommendations from full inspection November 2019

REF

Full Inspection, Grading “Good”. Ofsted recommendations for further improvement:

1. Planned transitions and closer collaboration with adult services needs to happen earlier for disabled young people and care leavers.
2. Timeliness of initial health assessments when all children come into care.
3. Alignment and effectiveness of systems that support children at risk of criminal and sexual exploitation and children missing from home and care, to ensure that children can tell their stories

In addition our plan will include a range of areas where we are already graded as “Good” to ensure we continue to maintain performance and move towards outstanding.

Key:

	Action has not started or progressed
	Action and some progress but not fully achieved
	Action delivered and showing impact, further work to achieve desired level of consistency in practice
	Action delivered and evidence of consistency in practice and impact. Remains for continued monitoring

1. Leadership, Vision and Culture

1	Objective	Action	Outcome	Progress	By When	Lead	RAG
1.1	To maintain a vision for social work in Thurrock that provides a coherent common purpose for all, setting out our shared values and ambitions.	Through the extended managers meeting take opportunities to explore what is working well for our children and families and where we need to continue to improve to help children and families do well.	The workforce feel empowered and supported to deliver against a common purpose	Routine extended manager meeting in place, currently through Skype due to social distancing	April 2020	J Tynan AD	
1.2	Corporate support which understands the role of social workers and SEND and reflects a collective ambition for children in the borough	The wider Corporate Management Team (CMT) to consider how the council as a whole maintain shared ambition for children's services.	Creating the right conditions for SEND and social work to flourish, with manageable caseloads, a good working environment, and effective tools and equipment.	CMT support and challenge through performance review.	July 2020	S Murphy DCS	
1.3	Senior Leaders bring focus and pace in scrutiny, support and challenge to the Development Plans. Corporate Priorities and scrutiny ensure corporate ownership of Development Plans delivered by cross directorate measures that support continuous improvement.	CEX, Lead Member and DCS work with Development Board to ensure progress of Development Plans. Development Plans are overseen by the Scrutiny Committee and CEX. CMT sighted on cross directorate measure to deliver continuous improvement	There is cross council support for the Development plans that drive timely service improvement so that vulnerable children continue to receive the support they need.	Corporate Directors engagement with Corporate Parenting agenda. Development Board provides oversight of continuous improvement.	April 2020	S Murphy DCS	

2. Model of Practice

2	Objective	Action	Outcome	Progress	By When	Lead	RAG
2.1	Continued support to embed the Signs of Safety and wellbeing model of practice, supports practitioners to deliver effective interventions.	<p>Through engagement with the workforce, continue to develop the approach and practice framework to maintain consistent good practice.</p> <p>Provide workshops to support the application of the practice model</p>	<p>The Signs of Safety approach underpins direct work with families, reframes the way we think about families, and enables evidence based interventions. Improved practitioner satisfaction and better retention rates.</p>	The Signs of Safety Approach is embedded in practice. New staff access induction and support through supervision and practice workshops to develop confidence in using the approach.	April 2020	Service Leads and SMs and team managers	
2.2	Ensure appropriate and sufficient resources/infrastructure is in place that will support and enable practice to flourish	<p>Review and update developments to LCS to ensure fit for purpose in respect of service user data, workflow management and performance reporting across the child journey.</p> <p>Maintain and update live operational reports for practitioners that facilitate forward planning and alerts of case action timescales.</p> <p>Establish governance for keeping system up to date to agree amendments</p> <p>Smarter working takes account of the specific needs of professionals working with</p>	<p>The recording system supports the practice model and captures efficiently decision making and progress for children.</p> <p>The system supports delivery of management information to support effective management oversight and</p>	<p>LCS and data reporting governance group in place to plan and deliver amendments to the recording system</p> <p>Monthly data reports capture management action to maintain or improve performance completed by Service leads.</p>	Feb 20	AD Data info team Service Leads	

		high risk high need vulnerable residents and supports effective practice	performance management.				
2.3	Live and monthly data reports are used by managers to track performance, practice and outcomes for children. Reporting captures manager actions to sustain or mitigate performance in response to changes.	Data reports reflect key measures through the child's journey. The monthly data report provides a wide view so that management groups are sighted on a sufficient breadth of indicators to monitor practice performance and outcomes for children. Review evidences action to sustain or improve performance.	Managers use data to manage performance and trends so that mitigating action can be taken to improve performance.	A range of live data dashboards are available. Monthly data sets have been expanded to provide a wider view of performance through the child's journey from early help to leaving care. Managers at each level including front line managers use data to drive performance.	July 2020	Mandy Moore Data team	

3. Keep getting the Basics Right

3	Objective	Action	Outcome	Progress	By When	Lead	RAG
3.1 Ofsted 1	Children with a disability have clear transition plans from their 14th birthday supported by an updated EHCP annually (where appropriate) or where there is a change in circumstances.	Children in need, Care leavers and children with disability have a transition plan to support access to adult services at least by their 16th birthday.	Children and families and care leavers know what support they will receive from adult services.	All children with a disability have an updated CSC assessment and plan, further work to agree process to ensure adults assessment and plan to support transition to	September 2020	J Tynan Assistant Director Childrens Les Billingham	

	Care Leavers have a clear plan regarding transition from their 16th birthday. Pathway Plan			<p>adult services triggered at 14yrs and updated until transition. Transition Panels from children's 16th birthday established. Increase in transition panels for 16yrs + from 27th Jan 20. Tracking yr 9 EHCP review in place.</p> <p>Meetings with adult services continue to agree assessment process. Completion date deferred due to C Virus impact.</p>		Assistant Director Adults	
3.2 Ofsted 2	All children have access to a timely initial health check when they become looked after	Continue weekly tracking to ensure no delay in social care process. Work with health partners to improve timeliness of response.	Children have their health needs identified and addressed without delay	Weekly tracking in place work with health partners to improve response times. Currently 83% in timescale.[Feb data]	July 2020	J Tynan AD	
3.3 Ofsted Or confe 3	Integrate tracking and review of children missing from home school and care and children who are at risk of CSE or other exploitation. Children at risk due to gang affiliation.	Review service tracking and model specification for return interviews service. Update training for staff on risk assessment and risk reduction planning.	Risk is recognised and reduced for children who go missing from home; care and school and children at risk of exploitation.	External independent Review completed post inspection. New tracking system developed awaiting implementation due in April.	July 2020	Service Lead C Moore J Tynan AD	

	<p>Improve take up and timeliness of return home interviews [RHI] for children who go missing. Findings from return interviews inform safety plans to support risk reduction and disruption action to reduce pull factors.</p> <p>Improve risk assessment and safety planning.</p>	<p>Tracking of high risk children includes sight of risk reduction plans to support management oversight.</p>		<p>New contextual safeguarding risk assessment tool launched supported by joint training with Police and training of all staff in February. E.learning tool for staff induction and access for partner learning available. Training addresses use of language. Missing and CE risk reduction meetings merged but direct meetings suspended due to social distancing. Remote meeting arrangements being developed. Service Managers tracking their children to ensure plans progressed.</p> <p>Work with care leavers with experience of exploitation to prepare conference in the autumn to raise professionals awareness of what helps young people.</p>	<p>Oct 2020</p>		
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				Numbers of young people with missing episodes have reduced in the last three months.			
3.4	S47 process is triggered in a timely proportionate way. Strategy meetings are informed by all partners and capture risk and immediate steps to reduce risk. Decisions on joint or single agency investigation are followed through.	<p>Deliver refresh S47 training for front line managers to support a timely and consistent quality of risk recognition and reduction.</p> <p>Monitor attendance at strategy meetings by Health and Education colleagues.</p> <p>Monitor that joint investigation decisions are followed through.</p>	Children and families are not put through CP procedures unless required. Immediate assessment and safety planning reduces risk pending ICPC.	Quality of recording and safety planning good.	April 2020	J Tynan AD	
3.5	Early Help has the capacity and embedded practice model to deliver early help that reduces risk and need for children.	<p>Maintain consistent good service by embedding new service structure including family centres.</p> <p>Through data monitoring track timely response to referrals and visits and impact in terms of achieving desired outcomes.</p>	Children of all ages can access early help. More children are supported following step down from social care and the re referral rate remains low.	<p>Improved data reporting available following upgrade to recording system.</p> <p>Agreed live and monthly data reports to supplement current reporting and performance targets established.</p>	July 2020	<p>Service lead C Moore</p> <p>Mandy Moore Data team</p>	
3.6	Referral routes to Early Help and MASH continue to be accessible and timely.	Maintain good performance of the multi-agency MASH with 90% of referrals concluded in 1 working day.	Children and families receive timely appropriate help proportionate to risk and need.	Continue to monitor performance through data reporting and QA audit.	April 2020	Service Lead Diana Millwood	

		Maintain audit of threshold decision making through multi-agency audit overseen by MASH governance group.					
3.7	Maintain timely visits that support purposeful work. Children and young people are seen in a timely way and the level of response is proportionate to the level of need.	Maintain timely visits and timely recording All front line managers use data and quality assurance to monitor quality and focus of work. Front line managers ensure all children have access to direct work so that the child's lived experience informs the focus of the work.	Visits are purposeful and show impact on the child's plan	Compliance with visiting timeframes remains good. Current arrangements amended to reflect impact of C Virus. Safe practice implemented to maintain contact and visits where needed.	July 2020	Service Leads	
3.8	Maintain the good quality of assessments. Assessments – are analytical; informed by history and proportionate. Assessments are updated as circumstances change	Front line managers quality assure assessments Assessment is updated. Promote use of family network meetings. Promote consistent use of additional risk assessment tools to inform risk recognition.	Assessment is proportionate, recognises and reduces risk; recognising cumulative harm; informs risk reduction by capturing strengths and risks, engaging families in problem solving.	Continue to run refresher sessions on good assessment. Monitor through quality assurance. Microsoft teams video conferencing to be implemented 14/4/20 to support continued communication and practice sessions.	July 2020	Service Lead R Murdock	
3.9	Maintain a consistent quality of Plans across the service	Ensure a consistent approach to plans across the service including the CP chairs and IROs	Plans support purposeful work engaging families in the goals of the work and bring pace to change.	Continue to provide refresh workshops on SMART plans including SMART Pathway Plans. All plans address permanence.	Jun 20	Service lead R Murdock	

			Plans updated to reflect change. Families, children and young people always have copies of plans in language they can understand.	Training programme for the year in place. Microsoft teams to be implemented 14/4/20 to support continued communication and practice sessions.			
3.10	Maintain excellent Permanence planning– ensure the timeliness of decision making so that children suffer less cumulative harm and have the security of knowing where they will live in good time. Set standards and provide challenge for families subject to PLO process to promote timely fair decisions	Maintain processes for decision making and oversight to ensure decisions to escalate intervention or de-escalate are made without delay, so children know where they will live. PLO tracker is updated and reviewed to target action to reduce delay. Permanence tracker is updated and routinely reviewed to target action to reduce delay. PLO tracker in place to ensure decisions to step down or issue in 20 weeks.	Timescales are minimised before children and families know where children will live. Children and young people and care leavers have the security of knowing where they will live.	PLO and Permanence tracker and panel in place to review progress. Timely escalation to PLO or de-escalate to avoid drift.	Jan 20	All Service Leads Janet Simon with overall lead	
3.11	CP Chairs provide support and challenge to ensure Child protection plans deliver risk reduction in children’s timescales.	Chairs ensure quality and focus of SMART CP plans. Chairs ensure timeliness of initial and review conferences.	Maintain reduction in duration of CPPs Reduction in CPPs 2yrs+ and second or subsequent plans.	CP Conferences are effective. Purposeful plans drive risk reduction. CP chairs have reviewed plan structure to	July 2020	Service Lead R Murdock	

		<p>Chairs ensure drift is avoided in plans escalating or de-escalating in a timely way.</p> <p>Chairs complete mid-point reviews to reduce risk of drift.</p>	Maintain overall reduction in number of CPPs.	bringing plans in line with wider service. completed			
3.12	LADO promotes awareness of LADO process with partner and community agencies.	LADO provides support and challenge to agencies to appropriately address concerns about employee performance where risk to children is identified.	Children are appropriately safeguarded from workers who pose a risk of harm.	<p>LADO process and awareness raising in place.</p> <p>Recording improved to show source of referral so that under reporting is more apparent and timescales tracked. Completed.</p> <p>Low referral rate from Health being addressed with awareness raising activity planned.</p> <p>Delayed due to impact on health of current C virus redeployment of health workers.</p> <p>Annual report to include analysis of referral rates.</p>	July 2020	Service Lead R Murdock	
3.13	Case - recording – ensuring written records are analytical, concise, relevant and timely.	Continue to promote timely recording	Recording by workers and managers is SMART and timely, informs plan progress and updated actions.	Maintain consistent quality of recording and management oversight.	July 2020	All Service Leads	

3.14	<p>Maintain consistent good supervision that is reflective and supports good practice.</p> <p>Supervision and management oversight is recorded using SMART principles so that workers are clear about the outcome of reflection and management direction.</p>	<p>Ensure all workers have access to regular supervision.</p> <p>Deliver periodic training on good reflective supervision and SMART recording of supervision; management oversight and direction. Monitor through audit.</p> <p>Workers are encouraged to engage in group supervision/ reflection to support good practice and shared risk assessment and management.</p>	<p>Supervision is reflective supporting good quality practice in recognising and reducing risk. Supports relevant purposeful plans. Supports timely throughput so that caseloads are reasonable and outcomes for children and families are timely and good.</p>	<p>Maintain improvement in supervision frequency.</p>	June 2020	All Service Leads	
3.15	<p>Ensure UASC receive good information and accommodation and health advice in a timely way.</p>	<p>Prepare guidance in suitable languages for UASC.</p> <p>Track initial Health checks to ensure timely.</p>	<p>UASC are welcomed and reassured about support available.</p>	<p>UASC receive consistently good support but could be further improved by providing information at arrival in a range of languages and by timely initial health checks.</p>	July 2020	Service Lead J Simon	
3.16	<p>Care leavers have an updated assessment of their needs and wishes. This informs the pathway plan which is relevant and up to date. The plan is developed with the care leaver so that it reflects the young person's ambitions. The plan is SMART and purposeful.</p>	<p>Programme of training/coaching to be delivered to support the quality of pathway plans.</p> <p>Supervision provides reflection on assessment and plans to ensure quality and update where circumstances change.</p>	<p>Young people are involved in their pathway plans and understand their plan.</p>	<p>Assessment and Pathway plan training delivered. Audit to track improved quality</p> <p>Microsoft teams to be implemented 14/4/20 to support continued communication and practice sessions.</p>	July 2020	Service lead J Simon	

3.17	All care leavers have a personal advisor, for younger care leavers they will continue to have a social worker; all older care leavers have a dedicated PA. The PA will understand their needs and support their developing independence and transition to adulthood	<p>Review staffing establishment to reflect the needs and experience of the service needed over the next three years.</p> <p>Ensure input of PA for LAC prior to their 18+ transfer</p>	<p>All care leavers have a Personal Advisor who understands their needs and wishes to support them in developing independence readiness for work ability to manage their own home.</p> <p>Support in transition to adult services</p>	<p>All care leavers have a PA or SW.</p> <p>Linked PAs for younger care leavers from 16yrs now in place to strengthen development of independence skills.</p>	July 2020	Service lead J Simon	
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4. Partnerships

4	Objective	Action	Outcome	Progress	By When	Lead	RAG
4.1	A strong and aligned local multi-agency partnership is in place.	<p>The Thurrock Safeguarding Children Partnership [TSCP] is established with full participation of statutory agencies. The TSCP will have a plan with a clear set of shared priorities. that are aligned with those of the Improvement Board.</p> <p>A key focus of the TSCP will be how agencies can effectively work</p>	The TSCP will lead the discussion on how partners work together on operational activities as well as planning strategic priorities together. It will support multi-agency,	The TSCP has been updated this year. The business plan to reflect shared priorities and increase the profile at a community and agency level	July 2020	DCS + AD, S Murphy J Tynan	

		together, achieving a culture of support and collaboration, whilst enabling effective challenge and high aspirations for continuous improvement in service quality.	multi-disciplinary work. Partners will be able to articulate a shared and cohesive approach to protecting and supporting children and families.				
4.2	The safeguarding partnership provides effective and meaningful scrutiny.	There will be an effective programme of audit and dip-sampling that will be multi-agency within a learning and improvement cycle.	Partners will provide a robust challenge to each other to ensure a strong focus on monitoring and evaluating the effectiveness of frontline practice	Review and further develop a multi-agency performance and quality assurance framework. Meetings on hold pending agreement on remote working.	September 2020	Service Lead R Murdock	
4.3	Performance and outcomes are regularly monitored, with risks managed and successes recognised	Monitor and challenge an agreed multi-agency dataset so that board members can actively quality assure, evaluate and challenge the effectiveness of services	All partners will deliver the required data and ensure the analysis and findings are shared and incorporated into feedback and planning processes of their organisations.	Cross agency performance management needs to be strengthened. Cross agency audit being further developed. Meetings on hold pending agreement on remote working	September 2020	DCS + Service Lead R Murdock	
4.4	The multi-agency partnership of the Health	The Health and Wellbeing Board will provide scrutiny and challenge	All partners will ensure share	H and W Board well established	July 2020	DCS	

	and wellbeing board includes priorities for vulnerable children and provides scrutiny and challenge across partners to ensure the best outcomes are achieved for Thurrock children	to the partnership of agencies on priorities that provide measurable impact for children and families.	priorities reflected in own agency plans				
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5. Learning and Transparency

5	Objective	Action	Outcome	Progress	By When	Lead	RAG
5.1	Continue to develop a robust approach to quality assurance, which clearly demonstrates improvements and supports management and service oversight.	Further develop the Quality Assurance Framework that pulls together the different strands of quality assurance to ensure that services improve outcomes for children and young people. This will include audits, engagement with the workforce and with families to gain feedback. Audit tools will be relevant to specific areas of service to be specific and relevant in promoting good practice	A culture of learning and reflection will be maintained, with the aim of sustaining the effectiveness of practice. Managers will provide effective and respectful challenge to social work practitioners, team managers and partner agencies to ensure risk is	QA framework and reporting in place, further development will ensure the programme provides a routine cross service view of the quality of core practice across all teams as well as targeted audit to explore specific themes. Updated programme completed to December 20.	July 2020	Service lead R Murdock	

		<p>Include QA training to managers as part of Practice first Training and Development Programme. Findings will inform continued monthly practice workshops.</p>	<p>identified, responded to and managed.</p> <p>Children and young people, foster carers and colleagues are confident in the use of feedback mechanisms to talk about the services they receive from the Local Authority and partner agencies. Children's voices are heard and influence decisions being made about them.</p>	<p>Practice Week completed FEB 20</p> <p>NEXT PRACTICE WEEK IN JUNE DEFERRED TO AUTUMN</p>	Oct 20		
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6. Workforce

6	Objective	Action	Outcome	Progress	By When	Lead	RAG
6.1	<p>Improve workforce data and intelligence and develop a strategic approach to recruitment, retention, and career pathways. Workforce data captures qualification year.</p>	<p>Review existing workforce analysis and plan for further deep-dive analysis of key areas around the workforce, systems and structures, including benchmarking activity.</p>	<p>Improved productivity and reduced sickness. A greater consistency of support for families, leading to better quality practice, improved decision</p>	<p>Vacancies reduced to average range. Continued focus on recruitment and retention of staff to sustain improvement and further reduce vacancies.</p>	July 2020	Director HR	

			making and better outcomes.	Workforce data needs to capture qualification date so post qualifying experience can be tracked.			
6.2	<p>Maintain an overview of staffing sufficiency to deliver consistently good services.</p> <p>Annually refresh medium term financial strategy to support sustainable service improvement</p>	<p>Review staffing sufficiency in core operational social work teams; Early Help and Leaving Care</p> <p>Track risks/costs pressures linked to numbers of children on a child protection plan and numbers of LAC increasing placement costs when cost pressures arise.</p>	<p>Develop MTFS</p> <p>Maintain current referral rate; level of CPP numbers and LAC numbers below the SN average</p>	Review staffing sufficiency and MTFS annually.	Sept 20	DCS	

7. Corporate Parenting

7	Objective	Action	Outcome	Progress	By When	Lead	RAG
7.1	<p>Ensure children and young people feel valued by celebrating their achievements.</p> <p>The views and experience of children looked after and</p>	<p>A programme of events and activities are planned over the year to engage different groups of children and young people, and their carers.</p> <p>An annual celebration event will take place to mark the</p>	<p>These events will ensure that there is greater visibility of the achievements and strengths of children in care and young people. Elected members,</p>	<p>MIND OF MY OWN is embedded and established</p> <p>CiC Council. The group is supported by open door. The group does not have a purposeful</p>	July 20	Service Lead R Murdock	

	<p>Care leavers inform practice and service development.</p>	<p>achievements of children in care and care experienced young people.</p> <p>Review support to the externally commissioned Children in Care Council to ensure engagement with the wider cohort of looked after children.</p> <p>Develop a work plan based on feedback from children and young people.</p> <p>Ensure care Leavers have a forum and are linked to the CiCC so that their views inform the work plan.</p> <p>Develop the Engagement and Participation Strategy to promote the engagement and participation of a wider cohort of children and young people; ensuring that there is an agreed implementation plan to support the delivery of this work across the Directorate and Council as a whole.</p> <p>Collate and learn from all feedback mechanisms to inform plans practice and service development. This is monitored at regular</p>	<p>practitioners, carers and family members will be able to celebrate this success and develop a positive appreciation of the contribution made by this group. Children and young people's views shape service and practice development.</p>	<p>work plan and is not networked with the wider cohort of looked after children.</p> <p>Review arrangements to ensure Care Leavers have access to the care leaver's network.</p> <p>Further work with open door to progress improvement.</p> <p>Video conferencing started 30th March to support direct consultation with looked after children.</p>			
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		<p>intervals and shared with children and young people.</p> <p>Promote use of Mind of My Own</p>					
7.2	<p>Ensure there is sufficient care provision to meet the needs of Looked After Children and Care leavers</p>	<p>Review the strategic sufficiency and commissioning plan, and ensure there is a corporate approach to sourcing the right quality of local placements.</p> <p>Update the fostering recruitment plan and targets in line with the needs as identified in strategic commissioning plan</p>	<p>A greater proportion of children and young people are placed closer to home and receive more consistent support from social care staff, improving stability and delivering better outcomes.</p> <p>Fostering recruitment delivers net gain in foster carers to support matching according to needs</p>	<p>Updated sufficiency strategy in place</p> <p>CLA and Care Leavers strategy should be further developed this year to capture health contribution.</p>	Sept 20	Service Lead J Simon CLA Nurse	
7.3	<p>The Corporate Parenting Committee has a clear purpose and is focused on key priorities to improve outcomes for Children in Care and Care experienced young people.</p>	<p>Support the role of the corporate parenting committee in championing the needs of looked after children and care leavers and scrutinising the quality of practice for these children and young people.</p>	<p>LAC and Care leavers feel more empowered to speak directly to councillors and senior officers, to raise concerns and provide feedback.</p> <p>Councillors feel informed and able to discharge their duties as corporate parents.</p>	<p>Update the work plan for the corporate Parenting Committee</p>	September 2020	Service lead J Simon	

			A range of senior council officers and partners are involved in developing the local corporate parenting offer.				
7.4	<p>Looked after children have updated assessment of needs and risk to inform decisions about permanence and to achieve reduction in risk of poor outcomes; to reduce risks where they are vulnerable to exploitation.</p> <p>Assessment informs a purposeful; focussed care plan/pathway plan which brings pace to the work. Plans capture child's views and wishes.</p>	<p>IROs ensure all children have an updated care plan.</p> <p>Risk assessment and risk reduction plans in place</p> <p>Permanence planning to inform matching decisions. Sibling assessment informs placement decisions.</p> <p>Provide team level coaching to drive good practice. Pathway plans include specific NEET reduction plan.</p> <p>Life story work is completed for all children in care so they understand their history and identity.</p> <p>Ensure SEND have an updated EHCP that informs assessments and plans including transition plans at 17yrs.</p>	<p>Children in care are matched to placements to reduce risk of placement breakdown.</p> <p>Permanence plans support timely move to a secure home so that children know where they will live. Children return to the care of their family or relatives when possible. Risk reduction plans are effective in reducing risk to keep children safe. Pathway plans support independence skills and EET.</p>	<p>Training on good assessments; plans and pathway plans; permanence and direct work delivered. Quality of assessment and plans good for most children. Further work needed to ensure consistent standards for all children.</p> <p>Life story materials updated to promote life story work. Need to consider best format for older children.</p>	July 2020	Service lead J Simon	
7.5 Ofsted 3	<p>IROs consistently meet IRO handbook standards. Provide support and</p>	<p>IROs as far as possible plan reviews with children to ensure their worries are addressed and promote participation.</p>	<p>IROs are a powerful advocate for children looked after ensuring their needs and their</p>	<p>IROs currently use escalation to reduce drift and have a</p>	September 2020	Service Lead R Murdock	

	<p>challenge by advocating for looked after children.</p> <p>IROs ensure permanence plans are proactive in pursuing risk reduction for children who have missing episodes or are vulnerable to exploitation.</p> <p>Plans for children do not drift.</p> <p>IROs use escalation to resolve concerns for children.</p>	<p>IROs ensure a permanence plan at 2nd review may be a twin plan. IROs monitor risk reduction plans for children at risk of missing exploitation.</p> <p>IROs use mid-point reviews to avert drift.</p> <p>IROs are involved in placement breakdown to ensure a child's wishes are taken into account. IROs promote permanence through proactive planning, assuring quality of plans. IROs address children and young peoples need for permanence and contact with important people in their lives.</p> <p>IROs promote life story work to ensure children understand why they are in care.</p>	<p>views are understood and addressed.</p> <p>Children and Young Care Leavers are confident in the advocacy of their IRO.</p> <p>IROs ensure children's plans are progressed without delay. IROs ensure that children have a good quality of support from their SW and placement to help achieve best outcomes. IROs have oversight of risk reduction plans where children are at risk</p>	<p>greater focus on risk reduction.</p> <p>All IROs more proactive and starting to attend PPMs to be tracked by audit and PPM feedback.</p>			
7.6	<p>All children in care and care leavers receive high quality support to meet their educational, employment and training needs that helps to maximise their outcomes and life chances</p>	<p>The Virtual School continue to monitor and ensure that all children have an up-to-date PEP and that children's progress is supported to a good standard.</p> <p>All 16 – 18 CLA fully participate in education, employment with training, and where they are NEET, plans to incorporate specific NEET</p>	<p>Children in care achieving good outcomes across national educational measures better than SN</p> <p>A greater proportion of children and young people are in EET</p>	<p>Educational performance is supported by good attendance and attainment.</p> <p>Care leavers under 18yrs engagement in EET has been less successful this year. In</p>	Sept 2020	Virtual Head Keeley Pullen Inspire	

		<p>response plans to re-engage young people in EET.</p> <p>To widen the availability of post 16 employment and training pathways including apprenticeships</p>	<p>There are clear and sustainable plans to engage young people in long term EET</p>	<p>the coming year Inspire will engage these youngsters to increase engagement.</p>			
7.7	<p>There is a clear health offer that extends beyond universal provision, providing tailored health services for children in care and care leavers. They have access to healthy living advice and health checks suitable to their needs.</p>	<p>All children have a SDQ completed annually. Scores above 17 are offered support to address emotional; behavioural or psychological problems</p> <p>Children have annual checks and routine immunisations.</p> <p>Health offer for children in care and care leavers is clear and publicised</p> <p>Children in care and care leavers have access to and are aware of their health histories. A specific session is offered with the LAC nurse to review health information, consider health management and consider wider family health implications for young person.</p>	<p>Young people feel healthy and/or are supported to access health services that meet their needs.</p> <p>Young people are aware of what their health histories and entitlements are</p>	<p>All children have SDQs and support is good Review Health offer to CLA and Care Leavers and produce a written offer so children and carers know what to expect.</p>	July 2020	CLA nurse Service Lead J Simon	
7.8	<p>Children in care are well supported to leave care and transition to independence</p>	<p>Develop a specific independence training and assessment package</p>	<p>A greater proportion of care leavers are able to live independently, are</p>	<p>Care leavers have the security of moving to a secure tenancy</p>	Sept 2020	Service Lead S Bright	

			settled and financially secure.	when they are able to manage a tenancy.			
7.9	Ensure awareness and accessibility of the Care Leavers service offer document to provide clear description of rights and support both practical and financial that care leavers can expect.	<p>Promote access to information for care leavers review current website access to ensure young people can easily access information. Ensure information shared directly by IROs at 16yrs review and at introduction of the Aftercare Personal Advisor.</p> <p>The process to support transition to the care leavers service is thoughtful and supports engagement with the new worker</p>	Care leavers have a good understanding of rights and support.	Information available on the web site and care leavers advised how to access information.	July 2020	Service Lead J Simon	
7.10	All care leavers have a personal advisor, for younger care leavers they will continue to have a social worker; all older care leavers have a dedicated PA. The PA will understand their needs and support their developing independence and transition to adulthood	<p>Review staffing establishment to reflect the needs and experience of the service needed over the next three years.</p> <p>Ensure input of PA for LAC prior to their 18+ transfer</p>	<p>All care leavers have a Personal Advisor who understands their needs and supports them in developing independence readiness for work ability to manage their own home.</p> <p>Support in transition to adult services</p>	<p>All care leavers have a PA or SW.</p> <p>The role of the linked PAs for younger care leavers needs further development to strengthen development of independence skills.</p>	July 2020	Service Lead J Simon	
7.11	Adoption and fostering	See separate plan DEC19					