

Thurrock Council Children's Services Single Inspection Framework Improvement Action Plan v1 - 19.5.16

APPENDIX 2

Please enter name here

Name of Reviewer

Please enter date here

Date of Review

| No. | Recommendation   | Assigned Lead - Job Title/Name   | Score<br>- please select | Direction of Travel<br>compared to last review -<br>please select | Description of Action(s) - How  | Owner(s) - Who   | By When<br>(date) |
|-----|--|--|--------------------------|---|---|--|-------------------|
| 1   | Ensure that accurate performance data is analysed and that this leads to specific actions for improvement  | Iqbal Vaza, Strategic Lead I Performance, Quality & Business Support I HR,OD & Transformation                                  | 3                        | Maintained  | A) Develop and implement new performance digest, with clear metrics & analytics. B) Implement new 'Improvements Board' to be chaired by the DCS and underpinned by metrics & analytics within new digest. C) Review structure of Data and Performance Team to maximise effectiveness.   | Director of Children's Services  | Aug-16            |
| 2   | Strengthen oversight, coordination and quality assurance of early help services to ensure that children and families are receiving the right support at the right time   | Clare Moore, Acting Strategic Lead- Disabled Children, Family Group Conferencing, Emergency Duty Team and Early Offer of Help. | 2                        | Improving   | A) Complete service (demand management) review with iMPower. B) Agree improvement plan and service restructure to maximise the co-ordination and effectiveness of the Early Offer of Help. C) Re-engage partners in the provision of help to the right families at the right time based on a clear continuum of need.   | Head of Children's Social Care   | June - Dec 16     |
| 3   | Ensure that assessments and plans for children are of a consistently high quality  | Cherrylyn Senior, Principle Social Worker & Joe Tynan, Service Manager, MASH & CFAT  | 3                        | Maintained  | A) Complete planned implementation of Signs of Safety. B) Scope the introduction of volunteers within the assessment service to strengthen direct intervention with families during assessments. C) Scope with iMPower a reduction in the number of assessments undertaken (specifically those that lead to NFA), to reduce quantity and increase quality.  | Head of Children's Social Care   | June - Dec 16     |
| 4   | Improve the offer of return home interviews to children and young people who have been missing from home or care to increase take-up of these interviews   | Paul Coke, Service Manager, Children Looked After & Neale Laurie, Service Manager, Safeguarding and Child Protection           | 2                        | Improving   | A) Weekly monitoring of children who go missing from home and care, and the referral and take up rate of return home interviews. B) Monthly monitoring of referral rates for looked after children to ensure that this increases from 80% - 100%. C) Improved contract monitoring to require pro-active engagement of young people by provider.   | Head of Children's Social Care   | Jun-16            |
| 5   | Ensure that more children are supported to participate in, and contribute to, their meetings, conferences and reviews, that they and their parents have access to reports beforehand, and that meeting minutes are circulated promptly | Neale Laurie, Service Manager, Safeguarding and Child Protection   | 3                        | Maintained  | A) Monitoring systems in place for all Child Protection Conference and Review minutes. B) Scoping exercise to be undertaken re: how best to increase participation drawing on good practice models. C) Advocacy and support services to be reviewed to ensure that these are promoting activity engagement and participation / challenging poor practice.   | Head of Children's Social Care   | Nov' 2016         |
| 6   | Ensure that robust arrangements are in place to reduce the need for children and young people to become looked after in an emergency   | Joe Tynan, Service Manager, MASH & CFAT and Teresa Gallagher, Service Manager, Family Support.                                 | 3                        | Maintained  | A) Review the patterns and numbers of children coming into care with iMPower. B) Strengthen preventative and support services to avoid accommodation or delay accommodation, so that this is planned. C) Continue to strengthen role of Threshold Panel in managing accommodations  | Head of Children's Social Care   | Sept 16 / ongoing |
| 7   | Ensure that the recruitment of foster carers is appropriately targeted to better meet the current and future demand for foster placements and reduce the number of children looked after who have to be placed out of the borough      | Andrews Osei, Service Manager, Fostering, Adoption and Placements  | 3                        | Improving   | A) Sophisticated targets are now in place for the recruitment of foster carers inline with current and predicted demand. The translations of these targets into sustainable outcomes remains challenging, particularly in relation to the recruitment of carers within the borough.   | Head of Children's Social Care   | June' 16          |
| 8   | Ensure that personal education plans are of a consistently high standard & that the virtual school effectively monitors and analyses the progress of all children looked after, including those who attend schools outside of Thurrock | Keeley Pullen, Head of the Virtual School  | 3                        | Maintained  | A) Establish a governing body to monitor, drive and improve all aspects of the work of the virtual school. B) Corporate Parenting Committee and Children's Overview and Scrutiny to continue to monitor and challenge the academic progress and outcomes for looked after children.   | Roger Edwardson, Interim Strategic Lead, School Improvement, Learning and Skills | Sep-16            |
| 9   | Ensure that managers oversee and effectively drive forward permanence plans for children   | Paul Coke, Service Manager, Children Looked After & Andrews Osei, Service Manager, Fostering, Adoption and Placements          | 2                        | Improving   | A) Embed partnership working with Coram and strengthen early permanency with a pro-active offer of concurrency and foster to adopt. B) Maintain and increase reduction in number of days between court authorisation to place for adoption and placement for adoption. C) Continue to target with Coram, through effective permanency planning, a significant reduction in the number of days between a child becoming looked after and placement for adoption - to bring this below the England average. | Head of Children's Social Care   | May 16 - March 17 |
| 10  | Develop post-adoption support arrangements to ensure that all children and families who are eligible have access to an appropriate service   | Andrews Osei, Service Manager, Fostering, Adoption and Placements  | 3                        | Maintained  | Develop a new delivery model for post adoption support with Coram.  | Head of Children's Social Care   | Oct-16            |
| 11  | Ensure that an effective Staying Put policy makes it possible for more young people to live with their former foster carers beyond the age of 18 years   | Paul Coke, Service Manager, Children Looked After & Andrews Osei, Service Manager, Fostering, Adoption and Placements          | 3                        | Maintained  | A) Update and improve current Staying Put policy in consultation with Thurrock Foster Carers and IFA providers. B) Actively promote Staying Put as an option for all fostered young people. C) Monitor and review the number of young people who are Staying Put to identify blocks and address these. D) Work in partnership with Eastern Region partners to better improve the local and regional offer.  | Head of Children's Social Care   | June - Sept 16    |
| 12  | Ensure that pathway assessments and plans are developed to engage care leavers effectively and that care leavers benefit from regular reviews  | Paul Coke, Service Manager, Children Looked After  | 3                        | Maintained  | A) Redesign the current Pathway Plan with care leavers and the CICC (update on previous re-design), to make it as simple and user friendly as possible. B) Establish Senior Practitioner post currently within the Aftercare Team to continue to lead on the review of pathway plans and track timeliness within revised performance digest.  | Head of Children's Social Care   | Sept 16 & June 16 |

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|-----|---|---|--------------------------|---|---|---------------------------------|------------------------|
| 13  | Ensure that care leavers are effectively supported to gain independence skills, including through the setting of aspirational targets to help them to achieve educational and employment goals  | Paul Coke, Service Manager, Children Looked After | 2                        | Improving   | A) Develop an effective group work model of independence training / support for carer leavers and complement current 1:1 work. B) Continue to increase the number of care leavers who are EET (62%) and exceed aspirational target of 70% EET.  | Head of Children's Social Care  | August 16 & March 2017 |
| 14  | Secure a more stable workforce to ensure that children are able to build enduring relationships with social workers and to enable the local authority to drive through improvement to services, such as increasing early planning for permanence for children that starts at the front door | Andrew Carter, Head of Children's Social Care     | 3                        | Maintained  | A) Continue to drive effective retention and recruitment through the Retention and Recruitment Board, chaired by the DCS. B) Expand on programme to 'grow our own' staff through the ASYE Academy and the Aspiring Managers programme. C) Continue to manage the use of agency staff within the Eastern Region, MoC & work with IMPOWER.  | Director of Children's Services | Ongoing                |
| 15  | Ensure and demonstrate that children's and families' views and feedback are used to demonstrably shape service developments   | Cherrylyn Senior, Principle Social Worker         | 3                        | Maintained  | A) Strengthen participation work stream to ensure that this is producing clear outcomes that are monitored and evaluated at the 'Improvements Board'. B) Corporate Parenting Board and Children's Overview and Scrutiny to be encouraged to set clear targets for evidence of improvements / service developments that have been based on user feedback, consultation and or co-production. | Head of Children's Social Care  | Nov' 2016              |
| 16  | Regularly audit supervision files to ensure that frequency and quality are resulting in improved practice   | Cherrylyn Senior, Principle Social Worker         | 3                        | Maintained  | A regular cycle of auditing has been put in place. Progress to be monitored at Improvements Board and proposed annual report to Children's Overview and Scrutiny.   | Head of Children's Social Care  | Ongoing & TBC          |

Once you have completed this sheet, please review scoresheet - next 'Tab'

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