



Central Bedfordshire Council Children's Services

Post Ofsted Inspection Action Plan

November 2017 – September 2018

Introduction

Central Bedfordshire Council is committed to ensuring that all children are happy, healthy and safe so that they get the best start in life. We are working with our partner agencies to further improve the services we provide to children, young people and their families.

This Post Ofsted Action Plan has been developed in response to the Ofsted Inspection that took place between 12 June and 6 July 2017. The Ofsted Inspection concluded that Children's Services in Central Bedfordshire are good and made nine recommendations. The Inspection considered:

1. Children who need help and protection – Good
2. Children looked after and achieving permanence – Requires improvement to be good
 - 2.1 Adoption performance – Good
 - 2.2 Experiences and progress of care leavers –Good
3. Leadership, management and governance – Good
4. Local Safeguarding Children Board - Good

The Action Plan is informed by the nine recommendations in the Ofsted Inspection report published on 25 August 2017. The inspection report can be found [here](#). This Action Plan has been co-produced with managers and practitioners in Central Bedfordshire Council Children's Services, led by the Director of Children's Services. This Action Plan does not cover the work of the Local Children Safeguarding Board which is independent.

The Action Plan contains SMART objectives with detailed actions to be carried out. Monitoring of the Action Plan is as follows:

- Monthly monitoring of the plan by the Director of Children's Services with the Directorate Team for the first three months then quarterly thereafter
- Local Safeguarding Children Board on a quarterly basis
- Overview and Scrutiny on a quarterly basis
- Frontline management team on a quarterly basis
- Annual Report to the Corporate Leadership Team

The Action Plan will be updated monthly and provide evidence of progress against timescales. This will form the basis of regular monitoring. A data set and summary report will be prepared quarterly by the Assistant Director of Children's Services that will summarise progress and evidence how the identified actions are improving the service and the difference this is making for children and families in Central Bedfordshire. This will be submitted to the groups identified above to form the basis of the quarterly programme of review.

Key to RAG status:

	The action is achieved
	The action is on track to achieve
	The action is not yet on track

Document history

Date issued	V. no	Summary of changes	Author
27/11/17	1.0	Action plan following pilot the SIF inspection in 2017	Ruth Coals Head of Professional Standards
28/11/17	2.0	Reviewed at Senior Management Team (SMT)	Gerard Jones Deputy Director Safeguarding and Early Help
30/11/17	3.0	Reviewed at Children’s Senior Management Team (CSMT)	Sue Harrison Director of Children’s Services
9/1/18	4.0	Reviewed at Senior Management Team (SMT)	Gerard Jones Deputy Director Safeguarding and Early Help
18/1/18	5.0	Reviewed at Children’s Senior Management Team (CSMT)	Sue Harrison Director of Children’s Services
6/3/18	6.0	Reviewed at Senior Management Team (SMT)	Gerard Jones Deputy Director Safeguarding and Early Help
8/3/18	7.0	Reviewed at Children’s Senior Management Team (CSMT)	Sue Harrison Director of Children’s Services

19/4/18	8.0	Reviewed at Children's Senior Management Team (CSMT)	Sue Harrison Director of Children's Services
29/5/18	9.0	Reviewed at Senior Management Team (SMT)	Sacha Rymell Assistant Director Safeguarding and Early Help
31/5/18	10.0	Reviewed at Children's Senior Management Team (CSMT)	Sue Harrison Director of Children's Services
28/6/18	11.0	Reviewed at Children's Senior Management Team (CSMT)	Sue Harrison Director of Children's Services
6/8/18	12.0	Reviewed at Senior Management Team (SMT)	Sacha Rymell Assistant Director Safeguarding and Early Help

OFSTED RECOMMENDATIONS –Single Inspection Framework (SIF) 2017

	Recommendation	Action / Required Outcomes	Timescale and Lead	Progress Update	RAG
1	<p>Improve the effectiveness of frontline managers, Independent Reviewing Officers and Child Protection Chairs in ensuring that children’s assessments are updated in response to changes, plans are progressed, and drift is prevented.</p>	<p>1.1 Action</p> <p>A first line leadership and management programme will be developed for frontline managers, Independent Reviewing Officers and Child Protection Chairs so that effective supervision, management and leadership is provided to practitioners. This will include all first line managers undertaking appropriate supervision training.</p> <p>Outcomes</p> <p>Effective supervision will be evidenced in audits.</p> <p>Frontline managers will evidence increased skill, confidence and effectiveness through self-evaluation and evaluation by practitioners and managers.</p>	<p>September 18</p> <p>Head of Learning and Development</p>	<p>A Learning and Management programme has been designed which has been informed by a learning needs analysis and it will include a manager’s self-assessment survey in line with the recently published knowledge and skills statements and will begin imminently.</p> <p>A whole council senior management programme is also under development to complement this.</p> <p>A pilot of peer observed supervision has been completed led by the HoS for Referral, Assessment and Intervention. Peer observed supervision will be introduced from September 2018 as part of the amended Supervision Procedures.</p> <p>The learning from a survey of the experience of practitioners of supervision (Nov 17) and the outcomes from an audit on supervision quality (April 18) have been integrated into the Learning and Management programme.</p> <p>Community Care Inform (CCI) and how to use this resource was effectively presented at our Feb 18 PSMT and has resulted in a 208% increase in the use of CCI on line learning resources. CCI will attend PSMT in October 2018 as part of a six-monthly updating learning cycle.</p> <p>Managing Risk training delivered to 12 Team Managers in Feb 18 was well received and has led to amended practice in Core Groups</p>	

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				<p>and supervision in Family Support, child outcomes focused gradings have been introduced.</p> <p>Team Managers and Audit Managers attended the making Research Matter lecture by David Wilkins at UoB on recent research into effective supervision – ‘Supervision and the Golden Thread’.</p> <p>Intrac Team Manager supervision 3 day training occurred in May 18. The impact of this training will be evaluated through audit and self-evaluation in October 2018.</p> <p>NAIRO training planned for new Review Managers – October 18.</p> <p>RiP training for all Review Managers is taking place in October 18.</p> <p>More Team Managers are accessing a Masters at University of Bedfordshire.</p>	
		<p>1.2 Action</p> <p>The procedural guidance and practice standards for the completion of assessments will be reviewed, and practitioner and manager awareness promoted.</p> <p>A thematic audit on the quality of supervision, planning and review will be completed, and an improvement action plan devised. The impact of the action plan will be reviewed through audit in June 2018.</p>	<p>July 18</p> <p>Head of Professional Standards</p>	<p>The new procedures were uploaded to TriX on 21 March 18.</p> <p>Assessments are updated as and when necessary and appropriate as outlined within the updated policy.</p> <p>A presentation on learning from the thematic audit on the quality of supervision, planning and review was presented at PSMT on 20 June 18.</p>	

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		<p>Outcomes</p> <p>Performance data will show that all children’s assessments are updated in compliance with practice standards.</p> <p>Audits will show that children’s assessments are updated in response to change and that planning and review practice results in timely interventions for children.</p>			
		<p>1.3 Action</p> <p>Best practice in assessments learning events will be delivered to practitioners and managers by Consultant Social Workers and Audit Managers.</p> <p>Outcome</p> <p>Impact will be evidenced through a thematic audit.</p>	<p>May 18</p> <p>Head of Professional Standards</p>	<p>The “best practice in assessments” final workshop took place in March 18. A further programme of events is being developed and will start in Sept 18.</p> <p>A thematic audit on assessment practice is currently underway and is due to report in August 18.</p>	
		<p>1.4 Action</p> <p>Child Protection Chairs will ensure that plans are progressing for children between review meetings, with a particular focus on children who have</p>	<p>April 18</p> <p>Head of Professional Standards</p>	<p>The Practice Manager for FS and the Practice Manager for C&R meet bi-monthly to review and action plan for all children who have been Subject Of A Plan (SOAP)for +9 months and children who are the subject of the Public Law Outline process, prioritising those children who have been SOAP for the longest periods and SOAP for a 2nd or subsequent time.</p>	

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		<p>been Subject of a Child Protection Plan for +9 months and children who are subject of the Public Law Outline process.</p> <p>Bi-monthly review meetings will take place with the Family Support Practice Managers and Conference and Review Practice Manager for all children who are Subject of a Child Protection Plan for +9 months so that additional challenge and oversight will be provided to prevent drift.</p> <p>Outcome Case file audit will evidence that effective and timely action is being taken for children.</p>		<p>All children who have been SOAP for +9 months and children who are subject of the Public Law Outline process are discussed with the Family Support Head of Service as part of supervision.</p> <p>Weekly Family Support surgeries with the HoS are in place across the localities.</p> <p>Additional Head of Service oversight through collaboration between the Heads of Service for Family Support and Professional Standards is being applied to children who have SOAP for + 2 years. This has resulted in effective resolution on a number of cases.</p>	
		<p>1.5 Action</p> <p>The Independent Reviewing Officer Dispute Resolution process will be strengthened.</p> <p>Outcome</p> <p>Consistent recording of evidence of resolution of the issue of concern and collated learning and updates to managers on the successful</p>	<p>February 18</p> <p>Head of Professional Standards</p>	<p>A programme of regular reports to senior managers is in place, reporting on the number and nature of Disputes and CP Escalations, and evidencing remedial action that has taken place.</p> <p>Thematic strengths and development areas have been highlighted for management attention and action. The next update will be presented in July 18.</p> <p>Compliance and impact will be reviewed through case file audit, with a themed audit re IRO challenge planned to take place in September 2018.</p>	

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		<p>completion of any required remedial action will be evidenced.</p> <p>Examples of good practice will also be shared with practitioners and managers to support learning about what good looks like.</p>			
		<p>1.6 and 1.8 Actions</p> <p>Social Workers and managers will be provided with additional guidance and support to produce consistently high-quality reports and plans for Looked After Children Reviews, to ensure sufficient information about the child's progress is understood and consider where their needs have changed. The focus will consistently be on whether the outcomes for the child have been achieved and the timescales.</p> <p>Outcome</p> <p>The impact of the learning events will be evaluated through feedback from workshop attendees, their managers and an audit of case files.</p>	<p>September 18</p> <p>Head of Corporate Parenting</p>	<p>A series of learning events led by an audit manager, IRO and Corporate Parenting Head of Service have begun for all practitioners in Corporate Parenting and will continue in early September 2018.</p> <p>The events look at the quality of the reports presented at the review and the quality of the children's' plans. This will ensure the voice of the child is clear in reviews and the plan focusses on outcomes for the children. This will be monitored going forward by the IROs and a thematic audit will be commissioned within 3 months of learning events being completed to evidence improvement in the quality of reports and plans.</p>	

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		<p>1.7 Action</p> <p>Supervision practice standards will be reviewed and amended to ensure that progress for the child is explicitly and purposefully evaluated and recorded in all supervisions.</p> <p>All Team Managers will complete training on reflective, outcomes focused supervision.</p> <p>Outcome</p> <p>An audit of quality in supervision was undertaken in March 2018, to evaluate progress in supervision practice standards and identify further practice development needs.</p>	<p>September 18</p> <p>Head of Professional Standards</p>	<p>The supervision survey has been completed with strengths and development opportunities identified to inform the supervision practice standards and procedures review.</p> <p>Learning from the supervision survey was shared with all managers at the June 2018 PSMT.</p> <p>The recommendations have contributed to the updated draft supervision procedures, alongside the supervision training and University of Bedfordshire supervision event.</p> <p>The draft policy will be presented for consultation at July 2018 PSMT then September 2018 CSMT for sign off.</p>	
		<p>1.9 Action</p> <p>The Conference and Review Quality Assurance meetings RAG rating system will be revised and reviewed to evidence greater oversight and impact of improvement actions recommended by Independent Reviewing Officer and Child Protection Chairs.</p>	<p>June 18</p> <p>Head of Professional Standards</p>	<p>The Conference and Review Quality Assurance meeting RAG rating system has been revised but further work is in hand to ensure there is a relentless focus on outcomes and impact for children. The learning quarterly collated learning will be integrated into the quarterly audit report, next due in October 2018, to provide managers and practitioners with a broader understanding of quality issues in our service delivery.</p>	

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		<p>Outcome</p> <p>Greater clarity will be evidenced on learning and remedial action activity. This will be provided in a quarterly highlight report to SMT, CSMT and an annual report to the Local Safeguarding Children Board.</p>			
2	<p>Ensure that pre-proceedings work is initiated promptly when children's circumstances do not improve and, as part of this, that thorough and holistic assessments are carried out to inform future planning.</p>	<p>2.1 Action</p> <p>Practitioners and managers will be provided with Legal Planning Meeting training, guidance and support on outcomes focused practice.</p> <p>Outcome</p> <p>An audit of pre-proceedings work will be undertaken to ensure pre-proceedings work is being initiated promptly and key assessments are being carried out in sufficient depth to provide the court with clear evidence supporting the Local Authority's plans for children.</p>	<p>April 18</p> <p>Head of Family Support</p>	<p>Action Learning sets commenced in May 2018. These are facilitated by Family Support Managers, an LGSS Law Solicitor and a Cafcass Guardian. The four Action Learning sets will address improving balance options analysis, statements – dos and don'ts, presenting analysis in statements, outcomes and the PLO process.</p> <p>There is clear senior management oversight of cases where legal advice is needed.</p> <p>Cases that are in PLO are reviewed monthly in addition to supervision – this has resulted in timely interventions and progress being evident.</p> <p>From April 2018, Legal Services are present for Strategy Meetings when new information is received on PLO/proceedings cases to support timely action in response to new information.</p> <p>An internal Family Support audit is currently underway to evaluate the effectiveness of PLO. An audit findings analysis will be completed shortly and shared at SMT for action planning.</p>	

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		<p>2.2 Action</p> <p>The Head of Service for Family Support will Chair all Initial Legal Planning Meetings to ensure clear and focussed planning and oversee the accuracy of processes to prevent drift and delay in achieving permanency for children.</p> <p>Outcome</p> <p>Legal processes are completed in a timely way and for all children consistency is evident in data and feedback from the court.</p>	<p>March 18</p> <p>Head of Family Support</p>	<p>This arrangement is now embedded.</p>	
		<p>2.3 Action</p> <p>The Head of Service for Family Support and the Senior Legal Representative will meet monthly to review the progress of the cases in pre-proceedings. This review will ensure the agreed assessments, interventions and plans are on track. The learning from the reviews will be collated quarterly and embedded in the learning and improvement plan for the service.</p>	<p>March 18</p> <p>Head of Family Support</p>	<p>Performance reports now include legal activity and provides a good tool to track cases.</p> <p>PLO scrutiny takes place monthly and involves the PM, a Team Manager and the Senior Legal Representative reviewing case progress. This is evident on the children's records and is reviewed by HoS. Cases in pre-proceedings or in proceedings are also tracked in supervisions. This is now embedded in practice and part of usual practices.</p>	

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		<p>Outcome</p> <p>There will be no delay in the progression of cases in pre-proceedings.</p>			
		<p>2.4 Action</p> <p>The Senior Legal Representative will prepare a monthly report to SMT as part of our Performance Framework.</p> <p>Outcome</p> <p>Greater visibility of legal proceedings will be provided to senior managers.</p>	<p>February 18</p> <p>Senior Legal Representative</p>	<p>Monthly updates and a report are shared with SMT by a Senior Legal Representative who works closely with HoS Family Support.</p>	
3	<p>Provide rigorous oversight and tracking of children's plans when children become looked after, to ensure that permanence is formally approved and achieved in a timely manner for all children.</p>	<p>3.1 Action</p> <p>Permanency planning meetings will be convened for all looked after children before their second Looked After Child Review.</p> <p>The permanency tracking process for looked after children will be reviewed and amended. This will include fortnightly case review meetings coordinated by the Practice Manager for Conference and Reviews.</p>	<p>February 18</p> <p>Head of Professional Standards</p>	<p>A highlight report was shared at SMT and CSMT in Feb 18. This provided an update on the amended permanency tracking process and outcomes for children in terms of permanency timescales. Permanency tracking is now embedded in Mosaic, providing performance data.</p> <p>Permanency planning meetings are taking place for children before their second Looked After Child Review in Family Support and for children for whom the plan is adoption. Formal permanency planning meetings for children who are placed with foster carers commenced in May 2018.</p>	

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		<p>Permanency Tracking will be embedded within the Mosaic electronic case recording system for children. This will ensure that effective performance management processes are applied.</p> <p>All children in residential care will be reviewed at SMT and CSMT every six months.</p> <p>Outcome</p> <p>All looked after children will be provided with permanence in a timely way. Performance will be closely monitored.</p>		<p>The Director will be kept apprised of pertinent issues in respect of children in residential care by the Assistant Director as part of the weekly briefing provided from Resources Panel.</p>	
4	<p>Ensure that the performance management and quality assurance framework is strengthened to provide managers with a clear line of sight to practice and quality in all key areas, including the offer and completion of return home interviews and the use of child sexual</p>	<p>4.1 Action</p> <p>An annual review of audit processes will be undertaken to ensure that it meets best practice standards.</p> <p>Outcome</p> <p>The focus of audit evaluation will be on the effectiveness of interventions and impact on children's progress and experience, as well as compliance with practice standards.</p>	<p>January 18</p> <p>Head of Professional Standards</p>	<p>A revised audit programme began on 1 April 2018. The revised process considers the OFSTED ILACS framework in determining whether we are a good authority. The revised process has also involved the introduction of second auditing, to measure consistency in our auditing. Parental feedback and practitioner self-assessments are being introduced to support enhanced focus on quality and impact.</p> <p>Thematic audits are being utilised to audit the developmental areas identified within our OFSTED action plan. So far, the quality of PEPS, health of LAC placed at a distance, supervision, children subject to a child protection plan and the use of PLO have been subject to thematic audits.</p>	

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	exploitation screening and risk assessment tools.				
		<p>4.2 Action</p> <p>The return home interview notification pathway on the Mosaic electronic case recording process will be amended, so that missing notifications are received directly by the Return Home Interview service. All managers and practitioners will be reminded of the practice standard expectations in respect of missing children.</p> <p>Outcome</p> <p>All missing children will be offered a return home interview promptly. Oversight of performance data on return home interviews is provided quarterly at SMT and at the CSE Pan Bedfordshire Group.</p>	<p>February 18</p> <p>Head of Referral, Assessment and Intervention</p>	<p>The RHI Service are receiving all missing notifications in a timely manner since the change to the work flow. Contact is now being made within 24 hours of the missing report being received.</p>	
		<p>4.3 Action</p> <p>Compliance with the effective use of child sexual exploitation screening and risk assessment tools will be strengthened through increased practitioner and manager awareness</p>	<p>March 18</p> <p>Head of Referral, Assessment and Intervention</p>	<p>CSE Co-ordinator is working PAN Bedfordshire to develop awareness training workshops.</p> <p>CSE Co-ordinator has met with the performance team to progress performance reporting development.</p>	

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		<p>and enhanced performance management processes.</p> <p>Outcome</p> <p>Audit will show that child sexual exploitation screening and risk assessment is used for all children where there are indicators of possible child sexual exploitation.</p>		<p>NSPCC has undertaken briefings with service areas. (05.02.18 and 07.03.18)</p> <p>A briefing was given to the whole management service on 20 June 2018 at PSMT, this was to increase awareness and usage and to follow up from an email briefing sent on Jan 18.</p> <p>An audit is planned for October 18 post the summer when missing incidences usually increase.</p> <p>Link to Change have been commissioned to undertake direct work with young people commencing June 18. The referral pathway is the CSE risk assessment tool.</p>	
5	<p>Ensure that the Corporate Parenting Panel is routinely informed about issues and areas for improvement, so that it is able to act as a critical friend, challenging and holding to account senior managers and driving improvements in outcomes for children in care and care leavers.</p>	<p>5.1 Action</p> <p>The Corporate Parenting agenda forward planner will be agreed with the Chair based upon areas of challenge, risk and development needs.</p> <p>Outcome</p> <p>Deep dives on areas of concern, for example the health needs of looked after children living outside of Central Bedfordshire will be completed and shared at Corporate Parenting Panel.</p>	<p>January 18</p> <p>Head of Corporate Parenting</p>	<p>To increase awareness of elected members role as Corporate Parents an open session took place in January 18. It was attended by 6 elected members (4 of whom are members of the Corporate Parenting Panel). Representatives from the Corporate Parenting Service took members through an interactive briefing regarding the journey of the child and the role of Corporate Parenting in the child's life. The session involved members being asked how, in their role as corporate parents, they can drive change and seek the views of children to inform committees and communities.</p> <p>The Assistant Director and the Head of Corporate Parenting are meeting the chair of the Corporate Parenting Panel and the lead member for children on a regular basis to review the issues presented at the CPP and to review the work plan for the Panel.</p> <p>In order to strengthen the voice of the child in the panel, it was agreed that the Children in Care should have a key role in the meeting. As a result, the Panel agreed that the CICC representatives</p>	

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				will co-chair the panel. The panel dates and times have been rescheduled to match school holidays starting on 26 July 18.	
6	Improve the quality of personal education plans (PEPs) by ensuring that actions are based on a clear analysis of need and that targets are precise, detailed and time-bound.	<p>6.1 Action</p> <p>Every section B of the PEP will be quality assured by the Virtual School Team Leader and judged against agreed criteria. If judged unsatisfactory, the document will be returned to the school and pupil premium withheld until the document is returned at the required standard.</p> <p>The Chair of the Corporate Parenting Panel to be invited to a PEP meeting in the spring term 2018.</p> <p>Outcome</p> <p>The percentage of PEPs that are outstanding and good will increase. Progress will be reviewed at half term moderation meetings.</p>	<p>June 18</p> <p>Team Leader Virtual School</p>	<p>April 2018 out of 204 Section Bs:</p> <ul style="list-style-type: none"> 79% are good or better 21% are satisfactory 0% are unsatisfactory <p>Meeting held with Corporate Parenting management team to discuss the PEP process following actions agreed:</p> <ul style="list-style-type: none"> Regular meeting with VS manager and a team manager from Corporate Parenting to discuss the quality of Section A. Virtual School is part of the induction of new social workers 	
		<p>6.2 Action</p> <p>The Team Leader and the Virtual School Head Teacher will attend a minimum of three PEP meetings a term to quality assure the process.</p>	<p>June 18</p> <p>Team Leader and Virtual School Head</p>	<p>The Virtual School Manager and Head Teacher attended five PEP meetings in total in the Spring Term. Verbal and written feedback was given to Education Advisers within 24 hours of the monitoring. A marked improvement in quality of the PEP meeting was observed following this feedback.</p> <p>Monitoring visits will continue in the Summer Term.</p>	

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		<p>Outcome</p> <p>Meetings will be attended by the appropriate people, there will be clear evidence of the use of pupil premium, targets will be SMART and the child's voice will be evident during the process.</p>			
		<p>6.3 Action</p> <p>Training was provided on effective PEP practice at the Designated Network meeting in the autumn term 2017.</p> <p>Outcome</p> <p>An impact review of the training will be undertaken in January 2018 through securing feedback and an audit of PEPs, with quarterly progress reviews thereafter.</p>	<p>Jan 18</p> <p>Team Leader Virtual School</p>	<p>Full PEP analysis for Spring Term completed:</p> <ul style="list-style-type: none"> • 99% of PEPs were returned. • 93% returned within 10 working days. • 79% rated good or better. • 95% contained SMART targets. 	
		<p>6.4 Action</p> <p>Targeted support to identified designated teachers on writing SMART targets has been delivered.</p> <p>Outcome</p>	<p>March 18</p> <p>Virtual School Team Leader</p>	<p>95% of the Spring Term Section Bs contained SMART targets – 79% rated good or better.</p> <p>Members of the Corporate Parenting Panel have observed PEP meetings.</p>	

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		All PEPs will be judged good or better.			
7	Ensure that children's physical and emotional health needs are considered earlier when plans are being made for them to be placed at a distance from the authority, so that they can access any services they need in a timely manner.	<p>7.1 Action</p> <p>Service provision for looked after children placed at a distance will be reviewed monthly at the existing partnership meeting with the Looked After Children Nursing Team.</p> <p>Outcome</p> <p>The physical and emotional health needs of all looked after children will be fully met, through close monitoring, planning and effective remedial action as required. Impact will be reviewed through an audit of case files in March 2018.</p>	<p>March 18</p> <p>Head of Corporate Parenting</p>	<p>A tracker was produced and checked by Health and Children's Services. The performance data is being collected and the first quarter data will be available in July 18.</p> <p>CBC CAMHS are investigating appointing a psychologist who would visit CBC children in OLA placements to ensure their assessments are up to date and they receive the right therapy.</p> <p>An audit of 25% of looked after children placed at a distance was completed in May 2018. Overall, these children's physical and emotional needs are being met but a number of recommendations have been made and a re-audit will be completed in January 2019 to measure the impact of these recommendations.</p> <p>IROs have been briefed on the learning and required actions from the audit in respect of additional attention</p>	
8	Ensure that 16 and 17 year-old homeless children are provided with clear information about their entitlements to accommodation and support under Section 20 of the Children Act 1989.	<p>8.1 Action</p> <p>Social work and Early Help staff to be provided with refresher training on best practice for homeless 16 and 17 year olds by the Homeless and Mediation Service.</p> <p>Outcome</p>	<p>March 17</p> <p>Head of Referral, Assessment and Intervention</p>	<p>Training has been provided to Social work and Early Help staff. Training to new starters will be provided by the HAMS worker. The new HAMS worker has been appointed.</p>	

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		All practitioners will provide 16 and 17-year old homeless children with accurate and effective information. Case file audits will evaluate service quality.			
		<p>8.2 Action</p> <p>Homeless interviews will be placed on children's Mosaic electronic case files.</p> <p>Outcome</p> <p>Practitioners working with homeless children can trigger and complete required actions.</p>	<p>December 17</p> <p>Head of Referral, Assessment and Intervention</p>	The new HAMS worker is now in post and is overseeing the quality of the completion of homeless interviews.	
		<p>8.3 Action</p> <p>The process for accommodation of homeless 16 and 17 year old children will be strengthened to ensure there is no drift.</p> <p>Outcome</p> <p>Emergency accommodation for homeless 16 and 17 year olds will be used for a maximum of 28 days, preventing drift and ensuring planned and supported placement endings for</p>	<p>March 18</p> <p>Head of Referral, Assessment and Intervention</p>	Since January 2018 two young people have remained in emergency homeless accommodation for more than 28 days. In both cases there has been Head of Service oversight to ensure that a robust plan is in place to prevent drift and delay.	

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		all children. A progress review will take place in March 2018, and quarterly thereafter.			
9	Ensure the agency decision-maker provides a coherent rationale for all adoption decisions and that this is recorded on children's files.	<p>9.1 Action</p> <p>The agency decision maker will provide an explanation for all adoption decisions, with regular QA provided by the Panel Advisor.</p> <p>Outcome</p> <p>The Assistant Director, as agency decision maker, is now ensuring that a summary rationale is provided in all sign off of adoption decisions.</p>	<p>March 18</p> <p>Assistant Director of Safeguarding and Early Help</p>	An explanation is recorded on children's files by the agency decision-maker.	