

BUCKINGHAMSHIRE COUNTY COUNCIL CHILDREN'S SERVICES

OFSTED SIF INSPECTION HIGH LEVEL ACTION PLAN - 07/02/18 (first version originally produced during the inspection)

| Priority Area | Actions | Lead Officer | Timeline |
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| 1. Management Oversight | a. Take immediate action to improve the quality of management oversight through the use of individual meetings with team managers to reinforce expectations in what good management oversight looks like. (Recommendation 1) | Service Director & Heads of Service | 28 th February 2018 |
| | b. Capture and disseminate the learning from cases where management oversight is weak and cases where it is strong to ensure that the learning has been applied into practice. | Service Director & Head of Quality Standards and Performance | 30 th March 2018 |
| | c. Introduce senior manager weekly meetings to check actions are being completed on time with evidence of management oversight driving children's plans. | Service Director | Immediate and ongoing |
| | d. Ensure that management interventions, including escalations and alerts by child protection chairs and independent reviewing officers, are clearly recorded on children's files and that these actions are followed through. (Recommendation 1) | Head of Quality Standards and Performance | 30 th March 2018 |
| | e. Ensure that all written records are clear and up to date, and accurately identify the circumstances of children and their families. (Recommendation 5) | Heads of Service | 30 th March 2018 |
| 2. Child Protection & Reviewing Service | a. Complete a training and development inventory of the Independent Reviewing Officers and Child Protection Conference Chairs to identify training needs and gaps. | Head of Quality Standards and Performance | Completed |

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| | b. Carry out a review on case by case basis of the performance of Child Protection Conference Chairs to ensure there is a clear understanding of the appropriate identification and management of risk and the role of partners in decision making. | Head of Quality Standards and Performance | 30 th March 2018 |
| | c. Ensure that Child Protection Chairs and Independent Reviewing Officers always refer to significant harm and record decisions accordingly. | Head of Quality Standards and Performance | Immediate and ongoing |
| 3. Professional Curiosity | a. Commission an external provider to deliver mandatory training on professional curiosity/healthy scepticism for all social work staff and managers. | Head of Children's Joint Commissioning | 30 th March 2018 |
| | b. In a planned way, introduce action learning sets across all tiers, taking a whole systems approach to ensure practice is swiftly embedded. | Head of Quality Standards and Performance | 30 th March 2018 |
| 4. Assessment and Planning | a. Undertake a review of all child in need cases to provide assurance of the safety of children and that their plans appropriately address the identified risks. | Head of Quality Standards and Performance | 1 st June 2018 |
| | b. Further imbed the Strengthening Families Framework model of approach to strengthen the quality and consistency of assessment and planning. | Service Director | 30 th March 2018 |
| | c. Team Managers to drive the implementation of children's plans and provide the evidence that they are delivering the right outcomes for children. | Heads of Service | Immediate and ongoing |
| | d. Ensure that appropriate support is in place to meet the needs of children when child protection plans end and also when children return home from care. (Recommendation 2) | Head of Children's Safeguarding Services | 30 th March 2018 |

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| | e. Ensure that care plans for children reflect their diverse needs and individual identities, and are realistic about achieving change. (Recommendation 4) | Heads of Service | 30 th March 2018 |
| | f. Review the procedures for accommodating and supporting unaccompanied asylum-seeking children, including those who arrive outside office opening hours, to ensure that their immediate needs and vulnerabilities are appropriately assessed. (Recommendation 7) | Head of Children's Care Services | 30 th March 2018 |
| 5. Supervision | a. Urgently introduce weekly half hour surgeries in each area office to check manager compliance with agreed supervision standards. | Heads of Service | Completed |
| | b. Team Managers to provide weekly updates to Heads of Service on compliance with supervision standards and actions taken to address non-compliance. | Heads of Service | Completed |
| 6. Drift and Delay | a. Introduce observations of social work team weekly touchdown meetings to immediately intervene where potential for drift and delay is evident. These observations to include whether or not it is understood across the service that prompt decisions need to be made to keep children safe and secure and in a stable family environment. | Service Director & Heads of Service | Completed |
| | b. Take action to ensure that monitoring and visiting arrangements to all children looked after in placements with parents are sufficiently robust to ensure their safety and progress until these arrangements are formally resolved. (Recommendation 6) | Service Director & Head of Children's Care Services | 30 th March 2018 |
| | c. Ensure that all care leavers have full information about their health histories and what they can expect during their time in care and on leaving care, including information about advocacy and complaints. (Recommendation 8) | Head of Children's Care Services | 30 th March 2018 |

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| | d. Apply an appropriate audit tool to ensure that qualitative analysis, alongside quantitative compliance auditing, measures effectively the improvements, impact and outcomes for children. (Recommendation 9) | Head of Quality Standards and Performance | 30 th March 2018 |
| 7. Training and Development | a. Develop and sustain a culture of diligence where all managers are held to account in making sure their staff attend and participate in mandatory training. This must be measured both in supervision and the quality of their work in improving outcomes. (Recommendation 10) | DCS & Senior Leadership Team (to be covered also in Directorate wide staff briefings throughout the year) | Commence January 2018 |
| | b. Immediate communication to Children's Services managers to remind them that all safeguarding training is mandatory. | DCS | Completed |
| | c. Staff to be encouraged to disseminate learning to colleagues in team meetings. | Service Director & Heads of Service | Immediate and ongoing |
| | d. Use of development centre to develop competent and confident staff who achieve positive outcomes and can model good practice. | DCS & Executive Director Resources / Assistant Chief Executive | 30 th April 2018 |
| 8. Workforce | a. Review of resource allocation to ensure compliance with caseload targets as defined in the department's caseload policy. | Head of Quality Standards and Performance | 1 st June 2018 |
| | b. Review management tiers in social care teams. | DCS & Service Director | 30 th April 2018 |
| 9. Management of Risk | a. Use case examples where the management of risk was not effective to highlight the adverse impact this can have on a child's needs. Make best use of good examples of practice where risk has been managed well. | Heads of Service | Completed |

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| | <p>b. Make readily available to Social Workers the suite of risk assessment tools so that they routinely and consistently identify risks to children and how they should be managed.</p> | <p>Heads of Service</p> | <p>Completed</p> |
| | <p>c. Improve the quality of assessment and planning to ensure that risk is identified and responded to promptly, especially when risks escalate. Ensure that assessments and plans identify the unique needs and experience of each individual child, particularly when they are part of a large family of brothers and sisters. (Recommendation 3)</p> | <p>Heads of Service</p> | <p>30th March 2018</p> |