

**Manchester City Council  
Report for Resolution**

**Report to:** Ofsted Subgroup – 20 March 2018

**Subject:** Post-Inspection Action Plan

**Report of:** Director of Children’s Services  
Deputy Director of Children’s Services

**Summary**

This report provides members with an overview of the action plan to deliver the necessary service improvements and changes following the recent re-inspection of services by Ofsted.

**Recommendations**

Members are asked to discuss the content of the report and request a further report in six months time which identifies both the actions and the impact of these actions in improving the quality of service to vulnerable children and how in turn these address the recommendations of the 2017 OFSTED inspection of Manchester’s Children’s Services.

**Wards Affected:** All

**Alignment to the Our Manchester Strategy Outcomes (if applicable)**

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Effective Children’s Social Care Services are critical to ensuring the most vulnerable citizens are able to connect and support the drive towards a thriving and sustainable City
A highly skilled city: world class and home grown talent sustaining the city’s economic success	Ensuring the most vulnerable in our society are given the opportunity to access and achieve in the City is supported by the delivery of a strong and cohesive social care system
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Improving social care services helps build the resilience children and families need to achieve their potential and be integrated into their communities
A liveable and low carbon city: a destination of choice to live, visit,	Improving outcomes for the children’s and families across the City, helps build and

work	develop whole communities and increases the livability of the City
A connected city: world class infrastructure and connectivity to drive growth	Successful services support successful families who are able to deliver continuing growth in the City

**Contact Officers:**

Name: Paul Marshall  
Position: Director of Children's Services  
Telephone: 0161 234 3804  
E-mail: p.marshall@manchester.gov.uk

Name: Sean McKendrick  
Position: Deputy Director of Children's Services  
Telephone: 0161 234 1961  
E-mail: s.mckendrick@manchester.gov.uk

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**Background documents (available for public inspection):**

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

Re-inspection of services for children in need of help and protection, children looked after and care leavers - 2nd January 2018  
[http://www.manchester.gov.uk/download/meetings/id/24434/5\\_re-inspection\\_of\\_services\\_for\\_children\\_in\\_need\\_of\\_help\\_and\\_protection\\_children\\_look\\_ed\\_after\\_and\\_care\\_leavers](http://www.manchester.gov.uk/download/meetings/id/24434/5_re-inspection_of_services_for_children_in_need_of_help_and_protection_children_look_ed_after_and_care_leavers)

## 1.0 Introduction

- 1.1 At the full Children & Young People's Scrutiny Committee on 2nd January 2018 the Deputy Director of Children's Services presented a report which provided members with the judgements, key findings and recommendations of Ofsted's re-inspection of Manchester's services for children in need of help and protection, children looked after and care leavers.
- 1.2 The report noted that the Local Authority was required to submit an action plan in response to the recommendations; detailing the steps to be taken to against the 12 recommendations resulting from the inspection. The Committee requested that a meeting of the Ofsted Sub-Group be convened to consider and debate the action plan. The submission date for this plan is the 7th of April. Given the service's accurate self evaluation much of the activity highlighted in the report, to address the recommendations from the inspection, had either been conceived or is being implemented. As such it is intended to submit the plan near to this date with the majority of actions closed and delivered and the remainder subject to ongoing implementation but because of their nature not completed. The report and the Appendix sets out the general guiding principles of the plan and the action plan itself for members to consider.

## 2.0 Action Plan Structure

- 2.1 The action plan is divided according to the individual recommendations from the inspection and includes;
- *The Recommendation* - as specified in the Inspection Report, these are the high level requirements to be achieved
  - *The Strategic Lead with responsibility for delivery against the Recommendation* - where relevant this is on a partnership basis
  - *Performance Management Framework* - which describes the internal reporting placement for monitoring the associated outcomes and metrics aligned to the delivery of the recommendation
  - *Measure* - the specific metrics and data which will be monitored as an indicator of performance against the recommendation, including targets where relevant
  - *Action(s)* - which details the lower level individual pieces of activity defined by the service as necessary to take place to achieve the requirements of the recommendation
  - *Timescale* - being the individual timescales for each of the individual actions to be delivered
  - *Progress Note* - to be updated as necessary by the relevant Lead Officers which allows for effective tracking and monitoring of delivery and scrutiny and challenge of performance against the plan
  - *Partnership Focus* - critical to the delivery of much of the plan and of the wider essential improvements in the service and child protection system, this field describes any necessary improvement or engagement between the Local Authority Children's Services and partners in order to achieve the required outcome

- *Link Plans* - confirms the associated service Strategy or Policy under which the recommendation is to be delivered
- *Governance* - the responsible body for providing governance and assurance under the existing structures
- *Impact* - critically each of the recommendations includes a clear and direct statement of impact which describes what success would look like in terms of impact on outcomes, workforce and service users overall

### **3.0 Delivery**

3.1 The action plan is underpinned by a principled approach to implementation, monitoring and performance assurance. This approach is critical in ensuring the capacity to confidently report back to Ofsted and pending direction to this subgroup on our delivery against the findings in the OFSTED evaluation of Manchester's Children's Services. This approach follows the principles of establishing baseline positions; defining the change requirements with anticipated outcomes; implementing change; and monitoring and review to ensure objectives are achieved. In doing so the plan follows the SMART structure being:

- Specific
- Measurable
- Achievable
- Relevant
- Timed

3.2 Delivery of the plan is being led through distributed leadership with specific tasks defined and owned by individuals within an underpinning delivery plan and assigned across the service and partnership.

3.3 Additionally the independently chaired multi-agency Getting to Good Board, Delivering Excellence and associated Getting to Good Plan has included the successful delivery of the action plan as a key priority for the Board to deliver, this will bring the required cross-partnership engagement, scrutiny and challenge to the delivery of the action plan in the same manner in which the previous Improvement Board was able to.

### **4.0 The Action Plan**

4.1 The Action in Appendix A is the full plan as updated on 22<sup>nd</sup> February 2018 for the sub-group to consider and comment.

No	Recommendation	Lead	Performance Management Framework	Measure	Action	Timescale reported at end of month	Progress Note	Partnership Focus	Link Plans	Governance	Impact
1	Monitor and improve the frequency and quality of management oversight and supervision in all teams. Ensure that supervision is regular, reflective and challenging, and that managers record the rationale for their decisions	Sean McKendrick / Linda Evans	Performance Clinic Reports	Compliance Measure at 90%	We will use management information to continue to monitor the regularity of supervision across the service.	Ongoing		N/a	Workforce Development Strategy	Children's Management Team	Impact of successful improvements in Management Oversight and Supervision will be in two areas, staff development and retention; and quality of practice.  <b>Workforce</b> - More staff will report being better supported in their practice and their development, and long term retention of experience and quality staff will be evident  <b>Quality of Practice</b> - There will be clear evidence of improving quality of practice across the service, particularly focussed around timely and effective progress of case planning and assessment, and a lack of drift or delay in achieving essential outcomes for children and young people.
			Case File Audit Reports	Audit Reports Report 100% Evidence of Management Oversight							
					We will commission activity to develop our current supervision model to ensure it contains; management oversight on cases including an analysis of rationale for decisions as well as ensuring supervision is	End April 2018	Not Due				

				challenging and reflective					
				We will develop a supervision quality assurance tool that will assure quality of supervision and assess that supervision is both reflective and challenging and that rationale for decisions are recorded	End April 2018	Not Due			
				TMs will complete ILM 5; aligned to the KSS/NASS Practice Supervisor criteria.	Throughout 2018				

					We will develop a city wide programme for our first line managers on What Good Supervision Looks Like/What to Expect from Supervision	End of March 2018	Not Due				
					Audits of supervision files will occur on a programmed basis quarterly	Ongoing					
2	Ensure that the work allocated to newly qualified social workers is commensurate with their level of experience and that their caseloads are kept within national guidelines.	Locality heads of service	Weekly Caseload Reports	Average AYSE Caseloads at 15	Refresh Caseload Guidance to include revised average for AYSE Caseloads	End Jan 2018	Completed - Jan 2018	Partnership Key Workers Develop Understanding of the AYSE Function Partnership Key Workers Buddy and Mentor AYSE Skills Development Strengthened partnerships and sharing of leadership expertise/standards ie NQT standards	Workforce Development Strategy	Children's Management Team	Newly Qualified staff will successfully complete the ASYE programme and will be retained within the service in the longer term post-completion.  Complex cases will be managed by sufficiently experienced staff and this will be evident in the appropriate and timely throughput of decision making and case planning.
					Revise Caseload and Supervision Management Guidance to align with knowledge skills framework and apply this alongside our revised	End Apr 2018	Not Due				

				framework for support to ASYE					
				Establish a programme of peer dip sampling by team managers to provide additional scrutiny to ensure that cases are commensurate with skills and experience	End Apr 2018	Not Due			
				Explore and develop a multi-agency mentoring/buddy arrangement for practice leaders/supervisors.	End Apr 2018	Not Due			
				Monitor Service and Team Structure in place and redistribute capacity to support and manage AYSE Caseloads	End Mar 2018	Not Due			



3	Ensure that children in need cases are regularly reviewed and that progress is measured and record in supervision by manager and analysed in updated assessments.	Locality heads of service	Monthly Performance Management Report	CIN Cases are Reviewed on a 6 monthly basis	Re-issue practice standards and arrange briefings that will focus on review expectations for CIN Cases.	End Jan 2018	Partially Complete - Practice Standards & CIN Guidance Review Complete Jan 2018	Partnership Key-workers are engaged in CIN Reviews	Workforce Development Strategy QA Framework	Children's Management Team	The average length of time on CIN Plans will be reduced and children will be escalated or de-escalated in a more timely and effective fashion. Drift and delay in effective action to improve outcomes for children will be reduced
			CIN Audit Reports	Audit Reports Evidence 100% of CIN Cases have management oversight recorded at least on a quarterly basis							
					Re-issue Caseload and Supervision Policy to include expectations of review of CIN Cases which will include a management case record for all Cin N cases signing off the ongoing plan and brief relevant staff	End Jan 2018	Partially Complete - Caseload and Supervision Policy Review Completed Jan 2018				
							New Management Case Record to be co-designed with service leads at Practice Development Group Meeting 23rd Feb				

				Use reporting information to ensure reviews of Cin N cases are completed at the 9 month stage	Ongoing			
				We will commission activity to develop our current supervision model to ensure it contains; management oversight on cases including an analysis of rationale for decisions as well as ensuring supervision is challenging and reflective	End April 2018	Not Due		
				We will develop a supervision quality assurance tool that will assure quality of supervision and assess that supervision is both reflective and challenging and that rationale for decisions are recorded	End April 2018	Not Due		

4	Improve the quality of assessments so that the lived experiences of children are fully understood and inform plans. Ensure that plans set out clear and measurable outcomes for children based on comprehensive assessment, and that their effectiveness is regularly reviewed.	Linda Evans/ Heads of Locality	Audit Reports	Audit Reports	Plan and deliver a Training programme to all staff on SMART Planning inc the following;	End Apr 2018	Not Due	Partnership Key-workers are engaged and provide timely and complete information to inform and update assessment of child and family need	Workforce Development Strategy	Children's Management Team	More effective and informed assessment will lead to more effective SMART planning and effective decision making against the progress of plans, with stronger and more effective review, this will prevent drift and delay and allow for more timely action for escalation or de-escalation of children's cases
					Revised guidance on What Good Looks Like in Assessment	End Jan 2018	Review Process in progress. Assigned Leads to present updated draft to Practice Development Group for sign off on 26th Feb 2018				
					Produce guidance for partner agencies/stakeholders re contributing to Early Help/Specialist Assessments	End April 2018	Not Due				
					Development Sessions with Team & Service Managers on supporting staff to improve assessment technique	End June 2018	Not Due				

					Development sessions with Managers on securing improvement through supervision, with a focus on Assessment and care planning	End June 2018	Not Due				
					We will rollout our work on impact chronologies across the service	Ongoing					
					We will continue to implement the Signs of Safety practice model	Ongoing					
5	Review practice in triaging domestic abuse notifications and ensure that frontline police staff have clear guidelines on when children at risk from domestic abuse should come to the attention of the local authority.	Julie Heslop/ Marie O'Loughlin	MASH Dashboard  Audit Reports	DV Related Referral Rate  Re-Referral Rate where DV was a significant factor	Convene a multi-agency workshop to review DV notification pathway	End Jan 2018	Partially Completed - Strategic Partnership Workshop diarised for 7th Feb 18. Outcomes to be reported to next MASH Board for decision and progression	Joint Guidance on DV Notifications to be issued to CSC and GMP  GMP to ensure staff awareness and test engagement	MASH Strategy	MASH Operational Board	There will be more timely and effective intervention with children at risk of harm due to domestic violence in the home. Intervention will be earlier and will support more effective de-escalation and episodes of repeat concern. Where necessary more immediate and effective action will be taken to permanently safeguard children from harm

					Revised Guidance on DV Notifications to be issued to GMP staff	End Mar 2018	Not Due				
					Training for GMP staff on levels of need and interventions	End Apr 2018	Not Due				
					Revised MASH Guidance on DV Triage	End April 2018	Not Due				
					Audit of DV Related Referrals to be undertaken	End April 2018	Not Due				
					Audit of DV MASH Activity to be undertaken	End April 2018	Not Due				
					Relevant action plan from audit to be implemented	End May 2018	Not Due				
6	Improve the quality of assessments of privately fostered children and ensure that they are rigorously reviewed.	Richard Smaling/ Sharon Cooper	Weekly Private Fostering Report	Audit Reports	Re- issue CiN Practice Guidance	End Jan 2018	Completed - CIN Guidance Review completed and Re-distributed to Service Managers Dec 2018	MSCB and partners to develop awareness for identification of private fostering arrangements	Workforce Development Strategy	Children's Management Team	Support needs for privately fostered children will be more readily identified and implemented, and where necessary, permanence plans put in place in a more robust and timely fashion
			Private Fostering Audit Outcomes		Revised Social Work Induction Session to be developed	End Mar 2018	Not Due	Increased partner engagement and contribution to	MSCB Annual Report	MSCB	

					and Implemented			assessments and plans			
					Private Fostering Case Audit, repeated at 6 monthly intervals to monitor impact and learning	End Mar 2018	Not Due				
					Develop accurate and meaningful recording system which delineates between child's needs and carers support plan	End April 2018	Not Due				
					Through audit utilise the IRO service to periodically quality assure privately fostered assessments	End Mar 2018	Not Due				
					Deliver awareness raising sessions in each locality re Private fostering inc DSL and characteristics of a 'good assessment and plan'	End April 2018	Not Due				
7	Identify and then increase the number of children who receive support from an	Linda Evans/ Sharon Cooper	Monthly Performance Management Framework	Percentage of YP independently supported at CP	Baseline Current Performance	End Jan 2018	Completed - Jan 2018	N/A	LAC Strategy	LAC Strategy Group Corporate Parenting Panel	Plans and Reviews will be more informed by the voice and experience of the child and will lead to more positive

	independent visitor or independent advocate at child protection case conferences, or at statutory reviews for children looked after.			Conference or LAC Review to be over 90%						engagement and outcomes for the young person	
					Analysis of Budget and Resource Implications for expanding offer	End Mar 2018	Not Due				
					Implement Expanded Offer of support and advocacy	End Mar 2018	Not Due				
					Raise awareness of IV scheme with CSC staff and schools focussing on managers and IROs and promote this through corporate parenting panel	End Mar 2018	Not Due				
8	Ensure that plans for permanence progress without unnecessary delay.	Sean McKendrick /Paul Dempsey	PLO Tracker Permanence Performance Clinic Report Audit Reports	Timeliness of PLO process Evidence of Plan for Permanence through Audit LAC with Permanence Plan by 2nd Review	Establish Baseline Performance	End Jan 2018	Completed - Jan 2018	All Key Workers are engaged in planning for LAC and attend reviews  Partners contribute to plans and challenge effectively	LAC Strategy Annual IRO Report	LAC Strategy Group Corporate Parenting Panel	Permanence for children and young people will be achieved in more timely fashion and will result in better long term life outcomes for the young person
					Planning for Permanence Training to be developed and delivered to all staff	End Apr 2018	Not Due				

					In partnership with Corum I Pilot in the North of the City evaluate then roll out of the approach within 8 weeks to ensure a consistency in approach and securing timely permanency plans.	Pilot - End Feb 2018  Full Roll Out - End April 2018	Pilot Phase completed - revised dates for evaluation to be completed and roll out across whole city.				
9	Ensure that high-quality work to help children to understand their life experiences is given priority for all children looked after.	Paul Dempsey	Audit Reports	Audit Reports	Thematic Audit of life-story work establishes baseline performance and key areas of strength and weakness	End Mar 2018	Not Due	Partners understand the importance of full life history and are actively engaged with CSC in the development of strong work	LAC Strategy	LAC Strategy Group	Young people will be better informed about their own past and life experiences, leading to greater resilience and more positive outcomes in later life
			Bi-annual Fostering and Adoption reports		Staff development sessions	End Apr 2018	Not Due			Corporate Parenting Panel	
					Best Practice and life-story guidance drafted and distributed to staff	End Apr 2018	Not Due				
10	Improve the quality of pathway plans so that they reflect the individual needs of the young person, including their educational needs, and so that the required actions are measurable.	Shaeda Alam / Ruth Welford	Audit Reports  Contract provider monitoring/Reporting	Pathway Plan Completion & Review Rates  Audit Reports  PEPs Quality Reports	Audit Baseline of Pathway Plan Quality	End Mar 2018	Not Due	Partners ensure contribution and challenge to plans for LAC  Strategic Partners explore expanded opportunities	LAC Strategy  Annual IRO Report	LAC Strategy Group  Corporate Parenting Panel	More robust and measurable plans will allow for stronger and more coordinated guidance in supporting young people to achieve positive outcomes on leaving care. Less young people will be NEET, in unsuitable accommodation, and more young people will be healthier and able to access services as necessary



					Permanence Staff Development Sessions on Pathway Planning	End Apr 2018	Not Due	for LAC and Care Leavers to prevent NEET			
					Implement revised QA Arrangements within Care Leaving Service	End Apr 2018	Not Due				
					Strengthen quality assurance arrangements for CLA IRO to undertake 1st review of pathway plan	End Apr 2018	Not Due				
					Virtual School Head to share anonymised examples of good and outstanding PEPS across schools and promote the offer of work experience to be offered in a range of roles in schools	End Apr 2018	Not Due				
11	Ensure that there are effective arrangements in place to support care leavers with their health needs and to enable them to have an up-to-date summary of their health history when they leave care.	Craig Harris / Sue Ward	Children's Board Outcomes Framework	Care Leavers Health Passports Complete  Final LAC Health Assessments Complete  Care Leaver GP Registrations	Health 'Passport' Refreshed, this will include a summary of care leavers health history	End Mar 2018	Not Due	N/a	LAC Strategy	LAC Strategy Group Corporate Parenting Panel	Care Leavers will be more informed and aware of their own and general health issues, and more able to access services to support them in maintaining their health.

					Undertake a qualitative survey of care leavers to evaluate impact of changes and experiences to inform learning and service development.	End April 2018	Not Due				
					IRO reporting to monitor and reflect in performance/ assurance reporting.	End April 2018	Not Due				
12	Expedite plans to improve swifter access to suitable accommodation for all care leavers.	Shaeda Alam / Martin Oldfield	Children's Board Outcomes Framework	Sufficiency of Care Leavers Accommodation  Care Leavers in Suitable Accommodation which is bespoke for care leavers only	Finalise in partnership with housing providers a commission to increase the range and choice of housing options and support services to ensure effective preparation and implement Care Leavers Sufficiency Strategy	End Apr 2018	Not Due	Locality Partners support care leavers access and engagement with local services to support successful accommodation outcomes. Strategic Partners to support with a bespoke pathway for Care Leavers to access accommodation	LAC Strategy	LAC Strategy Group  Corporate Parenting Panel  Strategic Housing Board	More accommodation options will be available for care leavers which is varied to meet the needs profile of young people. More Care Leavers will be in and maintained in suitable accommodation and will receive the support necessary to move into their own permanent accommodation in later life
					Tenancy Starter Training Flats for Care Leavers to gain practical knowledge and experience of maintaining their own home	End Aug 2018	Not Due				

				A bespoke pathway for Care Leavers to access accommodation	End Sept 2018	Not Due		
				Review the Council's Allocations Policy and the priority for social housing given to Care Leavers	End Apr 2019	Not Due		
				Commission a new Leaving Care service provider and ensure accommodation pathway planning is managed effectively	End Aug 2018	Not Due		