

Manchester Children's Services Ofsted Plan (May 2022) High level plan

Ref	What do we want to improve	How will we do it	What will the impact be and how will we know	Lead Officer and Timescale
1.	<i>Understand the impact of the child's disability on their life and that of their parents</i>	All social workers within the disabled children social work teams will receive comprehensive disability awareness training. An element of this training will be informed by an approach that reflects the impact of disability through the experience of the child.	<p>Co-designed with parents and children, this programme will develop professional understanding of the impact of disability on the lives of children and their families. The training is intended to develop insight into children's and families' experiences of disability which in turn should develop understanding and improve planning, resourcing and outcomes for children.</p> <p>The impact will be monitored via our quality assurance processes, supervision, audit and through development of our approach to systematically listening to children and families regarding their experiences of service provision. This will be captured as part of the locality QAF report</p>	<p>Colleen Murphy</p> <p>Package of training agreed June 2022</p> <p>Implementation from July</p> <p>Ongoing</p>
		Design a programmed approach to dip sampling and quality assurance for assessments of disabled children undertaken by each of the disabled children's teams.	<p>Assessment will include a clear statement on the impact of disability on children's lives and that of their family.</p> <p>The impact will be captured via sampling activities, re-assessments, supervision and independent audit. This will be captured as part of the locality Quality Assurance Report.</p>	<p>Colleen Murphy / Kate Rose</p> <p>Initial programme June 2022</p> <p>Ongoing</p>
		The service will co-locate social workers and the short breaks team and improve	More plans are coproduced with children and their families. Children will receive a timely and detailed service	<p>Colleen Murphy</p> <p>From May 2022</p>

		alignment with the local offer to maximise opportunities for health and social development for children with a disability	with appropriate, trained and increasingly specialist staff who will promote ambition for children and young people and deliver coordinated impactful packages of care. Impact of the plan will be better alignment of services improving health and social development for children and will be overseen via the quality assurance framework scrutiny.	Ongoing
2.	<i>Improve communication and direct work with disabled children to gather their wishes and feelings and use these to inform planning and next steps</i>	Roll out the “About Me” - an interactive tool to assist in understanding the impact of the child's disability on their life and that of their parents.	Assessments will contain a clear statement on the wishes and feelings of children impacted by disability, which in turn will be sampled as to how this influences the planning for children. A bespoke launch of the “About Me” will be devised and overseen by CLT. Children’s insight about their lives in the About ME documentation will drive an increase in direct work and a coproduced understanding of basic needs of the child. The QAF will report on both the qualitative and quantitative impact of this roll out.	Colleen Murphy From June 2022 Ongoing
		Provide training to staff who undertake assessment and support to families and children to develop mechanisms to assist children with disabilities express their wishes and feelings.	Development of a range of means of communication and engagement skills across the workforce supporting an improvement in direct work with disabled children. Our quality assurance arrangements of audit sampling and supervision will evidence the impact of these arrangements.	Colleen Murphy Ongoing from June 2022 Ongoing
		Building relationships with	The impact of this partnership will enhance communication	Colleen Murphy /Julie Hicklin

		<p>colleagues in the SEN sector who have expertise in communicating with children who have a disability to develop expertise in this area.</p>	<p>with disabled children which in turn will increase their influence in their assessment, plan and review of the plan of intervention from social</p> <p>This will be measured by children and their parents reporting that they have had their voices heard and are influencing plans.</p> <p>Our case records sampling and auditing will also record the impact of this approach.</p>	<p>June 2022 and ongoing</p> <p>Ongoing</p>
		<p>Following the golden thread of doing with not to assessing social workers will work in partnership with parents in the recognition that they have expertise in communicating with their own child.</p>	<p>More plans are coproduced with children and their families. Children and their parents report that they have had their voices heard</p> <p>Our surveys, case records and dip sampling regime will evidence the impact.</p>	<p>Ongoing as of April 2022</p> <p>Ongoing</p>
3.	<i>Ambition for disabled children</i>	<p>The service will co-locate social workers and the short breaks team and improve alignment with the local offer to maximise opportunities for health and social development for children with a disability</p>	<p>Increased social activities for children sponsored by both the local offer and improved commissioning of services for children affected by disability</p> <p>We will follow the impact via surveys of parents and children, dip sampling & case recording and auditing.</p>	<p>Colleen Murphy /Maureen Howell May 2022</p> <p>Ongoing</p>
		<p>We will provide training for all independent reviewing officers. This will ensure their role and expertise challenges the planning and service delivery arrangements for disabled children who are in our care</p>	<p>The independent reviewing service will be better equipped to ensure the impact of the voice, wishes and feelings of the child on the plan and offer enhanced scrutiny of the plan by identifying gaps in the assessment and /or provision of service.</p> <p>The expected impact would be an enhanced level of</p>	<p>Colleen Murphy /Kate Rose August 2022</p>

		ensuring there is improved focus on disabled children reaching their full potential.	<p>challenge to progress quality and aspiration ensuring children reach their potential.</p> <p>This will be evidenced by our sampling of children's records and the reporting by children and young people that the quality of their support is assisting children achieve their potential.</p>	Ongoing
		The service will develop a community of practice overseen by the DSCO consisting of commissioning, the virtual school, SEN representatives, parents and children IROs and social workers to review the above commitments and further codesign aspects of this plan, codesigning further developments	<p>A cohesive group of professionals working on delivering these and other improvements reporting to the SEND board. The community of practice will coproduce the next stage of improvement influenced by a greater cross section engagement and collation of views and concerns.</p> <p>A multi-agency plan with measurable targets will be developed to capture progress</p>	<p>Colleen Murphy</p> <p>November 2022</p> <p>To be developed by July 2022</p>
4.	<i>EHCP – ensure plans reflect care needs</i>	<p>Social workers will contribute to statutory assessment process and set out clear outcomes to be achieved for children they are working with.</p> <p>Multi-agency moderation of EHCPs will identify themes and issues in care section and feedback to social care.</p>	<p>High quality Education Health and Care plans for children will be strengths based and reflect care needs and outcomes following assessment.</p> <p>This will require the development of a programme of sampling for EHCPs</p> <p>The multi-agency approach to moderation will add additional scrutiny to reflect needs, risks and opportunities to enhance the quality of services to children.</p> <p>Children and their parents report that they have had their</p>	<p>Colleen Murphy/ Amanda Corcoran</p> <p>July 2022</p> <p>Colleen Murphy /Amanda Corcoran</p> <p>July 2022</p> <p>Ongoing</p>

			voices heard and our case records and formulation of support plans evidence this.	
5.	<i>Improve the understanding of the effects of domestic abuse on children and their parents' lives, including how this is captured in the child's written record</i>	<p>We will invite Lancaster University to review our approach to the Advice Guidance and Support service and refresh the guidance to staff at AGS on domestic abuse.</p>	<p>The review of the Advice Guidance and Support Service will challenge our implementation of the model providing critique and areas for improvement</p> <p>This will promote a consistent approach to practice in the early identification of domestic abuse and initial response at the " front door".</p> <p>The recommendation from the review will be overseen by the children's leadership team.</p> <p>The practice issues will be evidenced via supervision, dip sampling and external scrutiny.</p>	<p>Paul Allen</p> <p>May 2022</p> <p>July 2022</p> <p>July 2022</p> <p>Ongoing</p>
		<p>Review the effectiveness of the Domestic Abuse Child – care Concern (DACC) arrangements to share information, risk assess and agree a response</p>	<p>Through information exchange between partners children and families will receive a timely, proportionate response to domestic abuse to ensure appropriate arrangements are in place to safeguard children</p> <p>This will be reviewed through dip sampling and auditing as part of the quality assurance framework</p>	<p>Paul Allen / Julie Heslop</p> <p>July 2022</p> <p>Ongoing</p>
		<p>Mandatory training, including refresher training, aimed at developing professional understanding of the connectivity between the safe and together model and tools to inform understanding and</p>	<p>Ensuring the effects and impacts of domestic abuse on children and their parents are appropriately understood and recorded from first contact with the service. The use of standardized tools alongside training will enhance workers' understanding of the impact of domestic abuse on children and their parents.</p>	<p>Kate Rose / Debbie Elsheikh</p> <p>September 2022</p> <p>July 2022</p>

		<p>improve practice in relation to understanding the effects of domestic abuse on children including the risk /safety matrix and the Multi agency risk identification matrix.</p>	<p>We will oversee the delivery of training through the workforce development team which will also set a delivery plan and defined outcomes.</p> <p>Improving the quality of practice will be evaluated via the locality quarterly assurance reports.</p>	<p>Ongoing</p>
		<p>Review the current guidance on recording on the child's written record and provide guidance to staff on the standards expected on recording to improve:</p> <ul style="list-style-type: none"> ➤ The understanding of our assessment and planning to manage risks; ➤ The identification and impact of our support plan to children, the non-abusing parent and action to hold perpetrators accountable for their behaviors; and ➤ The contribution of management oversight to improve the impact of assessment 	<ul style="list-style-type: none"> ✓ The file clearly articulates the rationale for the plan as well as the progress of the plan against identified needs and risks; ✓ The file will clearly indicate progress or otherwise against the plan of support; ✓ Management oversight will be reflective of both direction setting and ownership of intervention, this will include overview of the quality of work, effectiveness of planning and evaluating the overall effectiveness of the intervention in delivering child focused outcomes. <p>All of these will be evidenced through the quality assurance quarterly report.</p>	<p>Sean Walsh/Debbie Elsheikh Commence July 2022</p> <p>Ongoing</p>

		and planning on the child		
		Alongside the University of Stirling, we will review the impact of Safe and Together and consider options for further development	<p>The review will identify how to progress our approach to safe and together and will include actions to report on ensuring a consistent and more visible implementation of the model</p> <p>The impact of this review will be monitored by our multi-agency safe and together board and other relevant stakeholders.</p> <p>Activity will be monitored via our existing quality assurance processes.</p>	<p>From July 2022 and ongoing</p> <p>July 2022 and ongoing</p>
		Building on our current case recording guidance, use quarterly summaries to consistently record progress against our plan of support for individual children where there are concerns regarding the effects of domestic abuse.	<p>Ensure a service wide comprehensive understanding of the impact of domestic abuse. Increased focus on the impact of the abuse on the child evidenced through quarterly summaries and other case recording improvement actions as noted above.</p> <p>A bespoke dip sampling programme on quarterly summaries which are then reported as part of the quality assurance framework.</p>	<p>Debbie Elsheikh</p> <p>July 2022 and ongoing</p> <p>Implemented by September 2022</p>
6.	<i>The recognition of and actions to meet, the diverse needs of children arising from their race, religion, ethnicity, and culture</i>	Revise the current practice standards to explicitly state the importance of diversity and the importance of planning to assess and support the development of children's identity through attention to race, religion, ethnicity and culture and how this is	We will create a task and finish group with a cross section of staff to develop a training plan specifically focused on the issue of promoting the identity of children and young people. Development of a consistent approach to assessment planning and recording that can be audited in turn ensuring improvements.	<p>Sean Walsh / Debbie Elsheikh</p> <p>June 2022</p> <p>Ongoing</p>

		reflected in children's plans	This will be overseen by our quality assurance arrangements	
		We will arrange for a cross-section of representatives to be part of a short-term work group to revise the pre-existing case recording standards.	The group will reconsider the effectiveness of the current guidance regarding recording, with a focus on recordings being more orientated towards rational for involvement and analytical regarding progress. Progress will be assessed via our quality assurance processes, i.e., audit, dip sampling & supervision	Debbie el Shiek / Sean Walsh June 2002 Ongoing
		The above noted group will produce guidance on the quality of assessment, drawing from those assessments that have characteristics OFSTED have identified as being stronger	The group will deliver guidance on assessment and planning to ensure reductions in variability of the quality of assessment by identifying characteristics of stronger assessments. Progress will be overseen by our quality assurance processes.	Debbie Elsheikh June 2022
7.				
	<i>To improve the quality and timeliness of children's written records, including supervision records, children's plans children and family assessments and direct work</i>	Direction will be given to all staff in the Advice Guidance and support teams to ensure the rationale for decision making in Children's written records is clear and timely.	Practice will ensure there is clear recording regarding rationale for decisions when immediate decisions about further involvement of the service remain unassessed. This will be evidenced via our dip sampling and Quality assurance activity embedded in the approach to AGS	Paul Allen/Sean McKendrick May 2022
		Utilising a training and development approach we will further develop the understanding of the purpose, function and ethics of reflective supervision.	Following the training all managers will attend local workshops with their plan for improvement and consolidation of practice All managers will be confident to write an impact statement for a child discussed in supervision that is purposeful and provides a clear timescale and impact for the child	Debbie El Sheikh/Sean Walsh Commence July 2022

		<p>A task and finish group will revise the tools to deliver supervision in an increasingly consistent fashion.</p>	<p>The supervision policy will reflect Manchester's high standards and expectations to support best practice and effective delivery of services. The quality of supervision will be enhanced through the development of an evaluative tool co designed by a task and finish group,</p> <p>The impact will be monitored by a systematic approach to observation of supervision and sampling of supervision records.</p>	<p>Debbie Elsheikh / Sean Walsh</p> <p>Commence July 2022</p> <p>Ongoing</p>
		<p>We will develop mechanisms to verify the quality of supervision, how this is being delivered and how these impacts on children, staff and services.</p>	<p>A task and finish group will deliver guidance on assessment and planning to ensure reductions in variability of the quality of assessment by identifying characteristics of stronger assessments as referenced in the ILACS inspection letter,</p> <p>Progress will be overseen by our quality assurance processes and via which will be reported in our annual principal social worker report.</p>	<p>Debbie Elsheikh / Sean Walsh</p> <p>July 2022</p> <p>Ongoing</p>
		<p>We will further develop our approach to ensuring good quality direct work with children and their families through ongoing training as part of our established learning culture and development programme.</p>	<p>Children will be further assisted to express their wishes and feelings and receive support to address their concerns.</p>	<p>Ongoing Sean Walsh/Debbie Elsheikh</p>