

OFSTED Improvement Plan

Children and Young People's Scrutiny Committee – 11/01/23



Manchester ILACS inspection 21 March to 1 April 2022

- A reminder of OFSTED findings against the evaluation criteria -
 1. The impact of leaders on social work practice with children and families – Judgement - Good
 2. The experience and progress of children who need help and protection – Judgement - Requires improvement to be good
 3. The experiences and progress of children in care and care leavers – Judgement - Good

Overall effectiveness Judgement - Good

What OFSTED says needs to improve

- Practice around the care and protection of disabled children to demonstrate -
 - An understanding of the impact of the child's disability on their life and daily experiences and that of their family
 - Communication and direct work with disabled children , together with their wishes and feelings and use of these views to inform planning and next steps
 - The ambition for disabled children
- 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.
- The recognition of, and actions to meet , the diverse needs of children arising from their race , religion , ethnicity and culture.
- The quality and timeliness of children's records , including supervision records, children's plans , child and family assessments and direct work.

How we manage improvements

- Professional supervision -individual and group.
- Quality Assurance Framework - audit and moderation, professional observation, close the loop.
- Performance clinics.
- Focused deep dives.
- Improvements informed by ongoing engagement with practitioners and first line managers.
- Effective management oversight.
- Performance management supported by organisational reform .

How we manage improvements

- Effective policy and procedure promoting practice development .
- Commission/decommissioning /service redesign / innovation/evaluation, creating a culture of investment and where required, disinvestment.
- External consultant focusing on thematic issues providing critical support and challenge.
- Promoting a culture of high support /high challenge.
- Contributing to an effective partnership approach to safeguarding .
- Listening to and valuing the contributions of children and young people.

Approach to OFSTED action plan

- Development of the plan and identification of relevant lead roles .
- High level outline plan shared and endorsed at Scrutiny Committee.
- Initial scoping of actions to drive improvement objectives followed by monthly meetings from August.
- Where appropriate immediate action to address deficits – e.g. practice direction and agreed resource redirection.
- Development of relevant policy, procedures and training .
- Ongoing process of identifying impact of the above e.g internal audits , outcomes frameworks , targeted audits by external consultant, revised procedural frameworks.

What has been achieved - Disability

Creation of a senior role to drive widespread practice and culture change

Creation of specialist locality disability teams building capacity and practice knowledge

All staff have received awareness training which was co-delivered by parents

Revision of short break offer

Phased introduction of the about me following multi agency workshops

Colocation of short break and social work staff

Co-production training to all staff and managers including the children's leadership team

Selected practice audits in disability with some strong practice evidenced

Commissioning of early intervention service

What has been achieved - Disability

- Communication with disabled children -training delivered to over 50 staff with a commitment to repeat
- Joint plan for high end needs in preparation
- Engagement in community of practice in October with further dates agreed in March and June
- Termly preparing for adulthood networks agreed
- Review and rewrite of our Child in Need policy on schedule for late January
- Monthly audit and moderating of selected EHCP s by senior staff including close the loop actions
- Whole month of audits scheduled for January re children with disability
- Consultant review of disability services scheduled for late January

What has been achieved - domestic abuse

- Advice and Guidance Service (AGS) practice standards reviewed and implemented
- Review of AGS completed by Lancaster University with a programme of further training in the process of being commissioned
- Review of Domestic abuse child concern complete leading to revision of approach and audit arrangements to chart progress
- Senior managers complete three workshops on review of resources and approach to domestic abuse
- Agreed set of principles to inform our work
- Information on commissioned services trailed at staff development sessions
- Ongoing engagement with Stirling University to understand the impact of Safe and Together programme
- 114 participants trained in safe and together

What has been achieved - domestic abuse

- Domestic abuse workshops have occurred across the service October 2022 and will run to February 2023 .
- Dip sample evidencing of change in recording practice by social workers.
- Ongoing work on defining agreed means of recording management oversight -complete by end of January 2023.
- Ongoing operational and strategic connectivity with the domestic abuse strategy and MARAC.
- Dedicated workshop delivered on recording within good practice week in September and repeated in in protected learning times.
- All social work consultants focusing on recording as a key skill during induction and ongoing training delivered.
- Recording of quarterly summaries briefing to all staff.
- A working group has been established to update supervision policy which will provide improved guidance on recording for social workers and recording of management oversight .

Recognition of and actions to meet the diverse needs of children arising from their race, religion ethnicity and culture

- Initial set of briefings to staff via protected learning time.
- Task and finish group established with identity and cultural competency practice standard produced in November .
- Auditing template has been redrawn with a focus on identity to understand impact of the above work this will occur in Quarter 4 of the QAF.
- Awareness raising regarding race and racism - lets talk about race - through Directorate wide training and action planning .
- The launch of the revised supervision policy in January 2023 that will provide specific guidance on race religion and ethnicity.

Recognition of and actions to meet the diverse needs of children arising from their race, religion ethnicity and culture

- Social work consultants have worked alongside many Newly Qualified Social Workers on the ASYE programme coaching them on a one-to-one basis around the topic of assessment.
- Workshops with conference chairs and social workers regarding direct work with children subject to child protection planning have taken place
- Direct work is a focus for the regular individual and group support for Assisted and supported year in employment (ASYE)
- Areas have prioritised direct work as part of the QAF process
- Funding has been released to purchase relevant materials to improve the range and quality of direct work

Improve the quality and timeliness of children's written records including supervision records , children's plans, child and family assessments and direct work

- Practice guidance in AGS issued regarding recording of rational where decisions regarding the involvement of the service remain unassessed issued and a process of audit established providing positive assurance of change in practice .
- A cross section of staff task and finish group have rewritten the supervision policy which will be implemented in January.
- Significant training has taken place on reflective supervision with over 100 managers trained.
- Further session arranged for February where all supervisory staff will be retrained in supervision .
- Significant work has been undertaken throughout the last 6 six months on assessments; we have trained over 100 workers in Analysis in Assessment with a further 50 scheduled for this month , this is an ongoing process.