

Practice Development Plan Arising from 2017 Ofsted Inspection



Children and young people
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In accordance with Ofsted's Single Inspection Framework Evaluation Schedule, KCC must send a copy of how the Council will respond to our ten recommendations, within 70 working days of the report being published: by September 19th 2017.



Ofsted recommendation	Action	Timescales for completion or review	Lead Officer for delivery and progress updates
<p>2. Staff performance and supervision</p> <p>“Evaluate the quality of case and staff supervision across teams and districts and take steps to ensure that managers pay sufficient attention to social workers’ performance, and to their development needs.”</p>	<p>2.1. Complete the “Supervision for Quality” evaluation that was being undertaken at the time of inspection, to assess the effectiveness of the supervisory relationship, barriers to providing good-quality supervision, and identifying ways to share learning and address poor performance.</p>	<p>Completed 31/05/2017</p>	<p>Julie Davidson, Principal Social Worker</p>
	<p>2.2. As agreed by SCS Divisional Management Team, stemming from action 2.1 revise and update the existing supervision policy to support a greater depth of Signs of Safety Practice, recording of ad-hoc supervision, and outputs of case-progressions meetings.</p>	<p>For DivMT’s consideration in Sept 2017</p>	<p>Stephen Hollands and Kate Davis (Practice Development Team)</p>
	<p>2.3. Approved by SCSDivMT in May 2017, personal supervision records to be electronically stored, using a standard form, in a confidential place, giving the opportunity for senior line manager’s auditing if required.</p>	<p>Roll out Sept/Nov 2017</p>	<p>Kate Davis, Practice Development Lead Officer</p>
	<p>2.4. Assistant Directors (ADs) to invite their HR Business Liaison representative to lead specific sessions with their team managers on applying the Council’s policies and procedures on performance management.</p> <ul style="list-style-type: none"> – Areas of poor performance (social workers and managers) to be identified and addressed through the supervisory processes – Formal capability case monitoring information provided to ADs with HR quarterly monitoring reports. 	<p>Review via SCSDivMT 31/10/2017</p>	<p>Assistant Directors (ADs) Karen Watson, HR EODD Business Partner for Children, Young People and Education</p>

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3. Adolescent Risk Management and Child Sexual Exploitation (CSE) "Improve the response to all children at risk of sexual exploitation, ensuring that assessments and safety plans are of a consistently good quality."	3.1. Following the completion of a successful pilot in the selected area there should be a launch of the KCC Exploitation Risk Assessment (ERA) for Youth Offending Team, Early Help and Specialist Children's Services practitioners undertaking assessments.	Launch by 31/10/2017	Ali Watling and Leanna Baker, CSE Lead, Missing Children and Trafficking PDO's
	3.2. Redesign Adolescent Risk Management panels to have a strategic overview, and provide an intelligence-led forum for the safety of multiple children and young people in the community- as opposed to developing individual child's safety plans. All children and young people, inclusive of children in care, considered to be at risk of significant harm, to be routed through the child protection processes first/ simultaneously.	30/11/ 2017	Although Adolescent Risk Management procedures are KSCB owned, initial reconfiguration to be owned by Area Assistant Directors
	3.3. Review the response of the Local Authority to all children at risk of sexual exploitation, ensuring that assessments and safety plans are of a consistently good quality. Review the effectiveness of the Specialist Children's Services (SCS) role within the multi-agency Child Sexual Exploitation Team (CSET) to test how learning is shared across the county and improves CSE practice and other forms of child exploitation- e.g. gang involvement, drug-running. - Consider how the re-organisation of the Police within Kent (development of the MCET's), using a vulnerability framework, could provide opportunities for aligning services (including ARM panels) for children and young people across Early Help and SCS, in the specific areas of sexual exploitation, missing and gangs .	02/10/2017	Patricia Denney, AD for Safeguarding and Quality Assurance
	3.4. Specialist Children's Services to commission KSCB to undertake a multi-agency audit of high and low-risk children who are at risk from exploitation.	31/12/2017	Mark Janaway, KSCB Service Manager

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<p>4. Adolescent Risk Management and return home interviews</p> <p>Improve the timeliness and quality of return home interviews for children who go missing, to ensure that they are an effective tool to safeguard individual children and inform strategic response.</p>	<p>4.1. Re-evaluate the role of the Young Lives Foundation in targeting those young people who are repeat MISPER, to create a greater role for independent advocacy and befriending, after the 72 hours return home interview window, also capturing the views of young people. This work to include capturing the views of young people, about the process and improvements that they would like to see, and informing placement planning.</p>	<p>COMPLETE – Report going to DivMT 29/08/2017</p>	<p>Stephen Fitzgerald, AD for South Kent and County Lead for Missing</p>
	<p>4.2. In partnership with Police colleagues, review forums where analysis and intelligence arising from return interviews is shared (ARMs, MASCE), and how it informs wider risk-management concerns for young people in the community.</p>	<p>30/11/2017</p>	<p>Stephen Fitzgerald, AD for South Kent and County Lead for Missing, in partnership with KSCB</p>
	<p>4.3. Incorporate Signs of Safety into the Return Interview template. Return Interview form should be shared with the placement and assist with future Placement Planning.</p>	<p>31/10/2017</p>	<p>Missing Persons Liaison Officers</p>
	<p>4.4. Undertake a three month pilot in West Kent: strategy discussions minutes for all children and young people aged 12+ for whom extra-familial exploitation and gang related activity are a concern, are collated by the Adolescent Support Team Manager, to feed into the area-wide cross-analysis of risk.</p>	<p>30/09/2017</p>	<p>Sarah Hammond, AD for West Kent</p>
	<p>4.5. Robustly and regularly performance-manage the Return Interview indicator to assess the effectiveness of the above steps.</p> <ul style="list-style-type: none"> - Inclusive of Returner Interviews undertaken by Early Help unit staff which will be recorded within the Missing Child workspace from 03.07.2017. 	<p>Review 31/03/2018</p>	<p>Philip Segurolo, Director for SCS</p> <p>Early Help (EH) Return Interview work overseen by EH DivMT.</p>

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Area and District Children's Social Work Teams

5. Private Fostering "Ensure that private fostering assessments are robust, include all required safeguarding checks and that visits to children are timely."	5.1.	Immediately after the inspection, undertake an audit of all privately fostered children. Discuss recommendations with SCS DivMT as to next steps.	30/06/2017 COMPLETED	Julie Davidson, Principal Social Worker
	5.2.	Redesign, test and implement the Private Fostering Care and Risk Assessment template for Liberi, to incorporate systemic Signs of Safety principles.	31/12/2017	Sophie Baker, Practice Development Officer
6. Young people presenting as homeless "Ensure that homeless young people aged 16 and 17 years are aware of their right to become looked after, assessments of risk are completed and there is adequate accommodation to meet their needs."	6.1.	Young people to have clear information available about the legal aspects of being homeless and the option of being looked after by the local authority, inclusive of Leaving Care support for those who remain in care. Produce and publish a leaflet, for 16 and 17 year old young people who present as homeless, explaining their options: -What becoming 'looked after' under section 20 means, including choice to be accommodated or not;	30/09/2017	Naintara Khosla, AD for Corporate Parenting
	6.2.	Refresh training and promote good practice in the assessment of homelessness for 16 and 17 year olds	01/11/2017	Organisational Development Team
	6.3.	SCS to review the protocol for homeless 16 and 17 year olds with the 12 district Councils. The use of B&B to be highlighted to the Districts Councils as inappropriate. - Continue to promote the housing needs for young people across Kent with Chief Executives of District Councils and through the Kent strategic housing management forum (Kent Joint Policy and Planning Board). - EH will be involved in the review of the homeless protocol in terms of prevention and joint work with SCS.	31/10/2017	Philip Segurola, Director of Specialist Children's Services Stuart Collins, Interim Director, Early Help & Preventative Services

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Corporate Parenting: Naintara Khosla			
<p>7. Performance indicators for the Leaving Care service</p> <p>“Ensure that data relating to care leavers is accurate, and that it provides leaders, managers and corporate parents with a clear view of the performance of the service”</p>	<p>This action relates to how the Council maintains and updates contacts with every 17-21 year old who has left care; specifying whether we are “in touch”, where a young person is living, and whether young people are accessing education, training or employment. The Management Information Unit now routinely confirms individual’s status directly with Team Managers.</p> <p>7.1. Add to the 18+ Team Operational Dashboard to capture whether this key information has been updated regularly throughout the year to aid management oversight; i.e. at a minimum, after every 6-week contact.</p> <p>7.2. Share lists with Adults’ Social Care, regarding care leaving young people with physical or learning disabilities, or mental health needs, to assist in robustly capturing all contact with young people. Grant Adults’ Social Care access to Liberi to add “in touch records”.</p>	<p>Completed 31.05.2017</p> <p>Review this dataset for improvements by 30.09.2017</p>	<p>Nick Crick, Interim Head of Care Leaver’s 18+ service, Ian Valentine, Performance Officer</p> <p>Ian Valentine, Performance Officer Naintara Khosla, AD for Corporate Parenting</p>
<p>8. Care Leavers in Custody</p> <p>“Ensure that all care leavers in prison or secure training centres have purposeful visits and an up-to-date pathway plan.”</p> <p>* As of 12.06.2017 there 29 young people aged 18+ in custody; 22 citizen young people, and 7 young people who have claimed or are claiming asylum.</p>	<p>8.1. Management review to be undertaken of all young people currently in prison or secure training centres, to ensure young people’s plans reflect their current education activity, health needs, and forward planning for release. Learning to be incorporated into a practice development and learning session with the 18+ service.</p> <p>8.2. In partnership with Youth Offending, review a selection of young people who have lengthy custodial sentences and analyse if there are lessons to be learnt about what might have prevented a young person entering custody and what the strengths in social work practice are. Share good practice for CIC and Care Leavers as identified</p>	<p>31/08/2017 Review COMPLETED – Learning session to take place Oct 2017</p> <p>30/09/2017</p>	<p>Nick Crick, Interim Head of Care Leaver’s 18+ service</p> <p>Louise Fisher, Head of Service 0-25 (South) Naintara Khosla, AD for Corporate Parenting</p>

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Kent Safeguarding Children Board and Kent County Council partnership			
<p>9. Multi-agency neglect strategy</p> <p>"In partnership with the KSCB, launch the multi-agency neglect strategy and ensure that early help and specialist children's services and professionals who work with families at all levels of need are equipped to identify, assess and address neglect within families."</p>	<p>9.1. Publish the KSCB Neglect Strategy online.</p> <p>9.2. To complement the KSCB strategy, and triangulate multi-agency audit findings (which led to the strategy at action 9.1), Specialist Children's Services have written an internal practice guide to assist social workers to recognise and respond to neglect. This guide should be adapted for Early Help Practitioners and other professionals.</p>	<p>Published April 2017</p> <p>Draft complete to Joint DivMT 29/08/2017</p>	<p>Mark Janaway, KSCB Manager</p> <p>Julie Davidson, Principal Social Worker</p>
<p>10. Sharing KCC Children, Young People and Education's data with KSCB</p> <p>"Review the data routinely provided to the Kent Safeguarding Children Board (KSCB), and in conjunction with the board take steps to ensure that this is sufficiently comprehensive to enable the partnership to scrutinise the local authority's safeguarding performance."</p>	<p>10.1. In addition to information shared quarterly through the Quality and Effectiveness (QE) Sub-Group, share the monthly and quarterly scorecards, and bi-annual Quality Assurance reports of analysis arising from CP Chair, IRO, Practice Development and LADO scrutiny, inclusive of feedback from customer care activity.</p> <p>10.2. SCS and Early Help to share outcomes of internal audit returns, both monthly and thematic with KSCB.</p> <p>10.3. Share monthly and quarterly scorecard</p>	<p>With immediate effect and for review 31/10/2017 to assess whether information shared meets requirements</p>	<p>Paul Startup, Quality Assurance Manager, Children's Safeguarding Unit</p>