

Appendix 4. Service improvement plan - Inspection of services for children in need of help and protection, children looked after and care leavers. Inspection date: 18 Feb 2014 – 12 March 2014

Area of Practice	Area for improvement	Ofsted Expectation	Required Outcome	Performance Measure	Lead	Progress points	Timescales
Social Work: Section 47 Strategy discussions	Social workers and their managers do not regularly hold strategy discussions with the police before starting to carry out a child protection investigation. In addition, where the police are not involved, the recording of the discussion is not sufficiently detailed.	Ensure that all strategy discussions include the police as a minimum standard. The outcome of the discussion and agreed actions must be clearly recorded in a child's case file.	Strategy meetings are timely, accurately recorded and always involve both the Police and Social Care.	<u>Selective</u> Case File Audit. Initial Child Protection Case Conference minutes	Susan Tinnion, Service Manager	1. A dedicated Police Officer is allocated to the Integrated Assessment team. 2. Strategy discussions take place before a child protection investigation. 3. Written guidance to staff on the requirement to record this discussion in detail on the file.	(1) Completed 26.3.14 (2) Completed 3.3.14 (3) Completed 3.3.14
Child Protection Unit : Initial Child Protection Case Conferences	In over two thirds of cases, there has been unacceptable delay of up to six weeks in holding initial child protection conferences.	Take actions to increase and sustain sufficient capacity in the child protection conference service to meet service demands. Ensure that initial child protection conferences are held in a timely way that minimises risks to children and meets statutory guidance.	The Safeguarding & Reviewing Unit (S&RU) provide timely case conferencing and reviewing. There is a Business Process Review for S&RU which is completed. This has produced a more efficient streamlined service. The current number of conferences held on time is at 86%.	CS_N15a: ICPC's held within 15 working days of the start of the S47 enquiries. CS_N15b : Average working days between start of S47 enquiries and ICPC. Additional checks are being made to ensure this indicator is being counted in the correct manner.	Frank Hand, Service Manager, Safeguarding & Reviewing Unit	1. Agency staff in place to increase capacity for case conferencing. 2. Recruit two additional minute takers and Conference Chairs. 3. Complete business process review and implement improved minute taking and timetabling. 4. Work with partners through the Safeguarding Board and improved preparation for Case Conferences.	(1) Completed March 2014 (2) Recruitment completed September 2014 (3) Completed Nov 2014 (4) Completed Nov 2014
Social Work: Delay in Initial Child Protection Case Conferences	Where conferences have been delayed, managers decided that children should be visited by their social worker every week to help protect them. This has not happened in every case	Until improved performance in holding timely initial child protection conferences is demonstrated, ensure that all children have a robust plan, monitored by managers to minimise risk, and that they are seen at least weekly by their social worker.	Children whose ICPC is delayed have a robust plan and are visited at least weekly by their Social Worker.	<u>Selective</u> Case File Audit CS_N15a: ICPC's held within 15 working days of the start of the S47 enquiries. CS_N15b: Average working days between start of S47 enquiries and ICPC.	Di Watherston, Group Service Manager (Social Work)	1. Written practice guidance issued to all staff regarding the requirement. 2. Adherence to weekly visiting quality assured by Team Manager.	Completed April 2014
Child Protection Unit : Allegations against professionals and the role of the LADO	When allegations are made that professionals may have harmed children, cases are not progressed quickly enough on all occasions. There are delays in progress and management oversight in some cases.	Ensure sufficient capacity within the LADO service, so that allegations against professionals progress in a timely way and there is management oversight of all cases.	The Safeguarding & Reviewing Unit provide the LADO interventions and professional checks. Additional staff will increase capacity allowing additional oversight of cases. Processes for LADO work have been reviewed and finalised 28th July 2014.	<u>Selective</u> Case Audit around "Turn Around" time for professional checks. Timeliness reports via ProBase to benchmark performance. Comparison timeliness against performance of regional partners.	Frank Hand, Service Manager, Safeguarding & Reviewing Unit	1. Agency Staff in place to increase the capacity of the LADO service. 2. Written guidance given to staff on timeliness and management oversight on all case closed. 3. Recruit two additional staff for the child protection unit to undertake LADO work and case conferencing.	(1) Completed March 2014 (2) Completed April 2014 (3) To be Completed September 2014
Social Work: Statutory Assessment	In a very small number of cases social workers did not see children promptly enough.	Ensure all children identified as requiring statutory assessment are visited swiftly following receipt of the referral which identifies the concern.	Children are promptly seen upon statutory assessments commencing received	Local PI measuring time from 'trigger' event to end of assessment. <u>Periodic</u> Case File Audit	Di Watherston, Group Service Manager (Social Work)	Practice Guidance issued to all staff and Assessment Managers	Completed April 2014
Social Work: Children suffering neglect	A very small number of cases demonstrate delays in escalation for children who are experiencing chronic neglect and emotional abuse.	Social workers and their managers must decide to take stronger action more quickly in every case. i.e.: Where plans to reduce the impact of chronic neglect are not progressing sufficiently swiftly, ensure that assertive action is taken to escalate all such cases to a higher level of intervention.	Appropriate action is undertaken in situations of chronic neglect	<u>Selective</u> Case File Audit. CP Co-ordinators to quality assure PLO process by 3rd CPCC(10 month point)	Di Watherston, Group Service Manager (Social Work)	1. Practice guidance issued to all staff. 2. Family Justice Review & revised PLO embedded, with Case Manager appointed to track and quality assure plans and feedback on any undue delay. 3. Neglect refresher training by the BSCB Sept-December 2014	(1) Completed July 2014 (2) In place (3) Completed December 2014
Management: Supervision of practice	However, some staff in assessment teams report supervision is not always regular. The overall quality of supervision records need to better reflect challenge and to evidence reflective discussions.	Ensure that social workers and workers across all teams, particularly referral and assessment teams, receive regular supervision to support the complex work they are undertaking.	Supervision is appropriately challenging, recorded and audited on a regular basis.	<u>Selective</u> Case File Audit	Di Watherston, Group Service Manager (Social Work) & David Byrom, Group Service Manager (Resources)	1. Mandatory refresher Reflective Supervision Training delivered for all Child Protection Team Managers. 2. The Departments Supervision Policy is revised setting clear practice standards.	(1) Completed Sept-December 2014 (2) Completed July 2014

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Private Fostering	There has been no formal oversight of private fostering (PF) arrangements or of children living out of area during this period.	Implement routine oversight of arrangements for safeguarding and promoting the welfare of privately fostered children, including work aimed at raising professional and public awareness of children who may be privately fostered.	BSCB is incorporating information regarding private fostering into its routine data set. A challenge panel focusing on children living apart from their parents will include a sample of private fostering cases. Promotional materials for professionals and the wider community regarding Private Fostering will be reviewed, revised and disseminated.	Data set : PF notifications, PF assessment, PF arrangements in place. Selective Challenge Panel completed and outcomes presented to Performance Sub-Group	Kate Leahy Service Manager. Paul Hill, LSCB Manager	1.Revised data set, including PF data approved by sub group 2.Regular reporting to inform BSCB challenge. 3.Challenge Panel to test inter-agency practice. 4.Revised promotional materials disseminated.	Completed; (1) Sept 2014 (2) Jan 2015 (3) To be completed April 2015 (4) To be completed April 2015
Multi-agency Data Set	Not all data and performance are monitored systematically and routinely. This means that BSCB is not always able to respond as quickly as it otherwise could. The development of a multi agency data set is ongoing	The BSCB should accelerate development of multi-agency data set and clearly record any challenge to areas of poor performance and the impact of the this challenge.	Revised multi-agency data set to be developed by Sept 2014. Working with other Y&H LSCB to explore the option of regional data set to assist benchmarking. Monitoring of challenge and impact to be better incorporated into BSCB minutes and reports.	Regular board scrutiny of data set and other performance information, challenge partners based on data set and follow through to impact	Saheed Khan, LSCB Performance	1. Revised data set agreed by BSCB performance sub group. 2.Data set populated and reported to sub group & full Board 3.Demonstrate and record impact of challenge based on performance data	Completed by: (1) Nov 2014 (2) Jan 2015 (3) To complete July 2015
Education Representation on Safeguarding Board	The absence of Head Teacher and FE College representation on the Board means that schools and colleges do not have sufficient opportunity to contribute to and influence the partnership at this level.	The BSCB should review the engagement of schools and FE colleges to ensure that they are fully represented on the Board.	Bradford Partnership currently seeking Head Teacher representation for full Board. Seeking single FE representative for Bradford, Shipley and Park Lane (Keighley) Colleges.	Representatives in place by October 2014 meeting of BSCB. More evidence of engagement of schools and FE colleges in safeguarding agenda.	Paul Hill, LSCB Manager	1.Agree representatives with primary & secondary partnerships and FE Colleges. 2. Agree mechanisms for dissemination & feedback	Completed October 2014
Learning & Improvement Framework	The local learning and improvement framework is under-developed, and ongoing work will strengthen capacity to improve the co-ordination of this work.	The BSCB should complete the implementation of a comprehensive local learning and improvement framework.	New comprehensive Learning & Improvement Framework to be agreed and implemented.	New Learning & Improvement Framework (LIF) accepted by BSCB in June 2014. Implementation monitored via learning & Development Sub-Group. LIF to be reviewed by December 2015.	Paul Hill, LSCB Manager	1. New LIF agreed by BSCB 2. Full implementation and Review of LIF.	(1) Completed June 2014 (2) Completed December 2015
Multi-Agency Training	Multi-agency training in the protection and care of children is effective and evaluated regularly for impact.	The BSCB should evaluate the impact of safeguarding training on the quality of frontline practice and outcomes for children as part of a comprehensive training needs analysis.	Revised Learning & Development Strategy to include mechanisms and measures for training evaluation. Use of on-line evaluation tool to be piloted.	Participants evaluation of training. Evidence of impact of learning from challenge panels.	Paul Hill, LSCB Manager	1.Publish new Learning & Development Strategy. 2.Pilot on line evaluation tool. 3.Report to Learning & Development Sub group on new impact measures	Completed March 2015