Slough Ofsted Joint Delivery Plan

1) Improving Quality – Improving the quality of social work and safeguarding practice in Slough					
Ofsted Rec.	**Actions**	**Lead**	**Timescale**	**Progress**	**Impact / Outcome**
Safeguarding					
OR 1	Develop a Multi Agency Referral Hub for sharing information and making decisions about children.	SCST	COMPLETED	The MASH was officially launched in September 2016.	The MASH will provide effective triage and screening and facilitate timely decision making for safeguarding children. Support will be provided at the appropriate level of need. Early intervention will reduce the number of referrals to social care.
OR2	Develop clear step up and step down guidance across the range of levels of need (linked to threshold document)	SCST	COMPLETED	The step up and step down guidance was issued and aligned with the new Social Work model and introduction of the MASH.	Children, young people and families will continue to receive support as they progress in or out of social care. Measure of this will be a reduction in the rate of re-referral to social care at a later stage.
OR 1	Revise the LSCB Threshold Document. Roll out to all partners to ensure it is clear	LSCB	COMPLETED	The revised Threshold Document was agreed in May 2016, and rolled out to all LSCB partners and made	Threshold document remains up to date and reflects the range of needs / indicators of

	and well understood.			available on the website.	children and young people in Slough. Partners will have a clear and shared understanding of thresholds. Tool will aid practitioners when considering whether to make a referral to statutory services, or undertake an early help assessment.
OR 2	Revise Referral and Assessment Policy to reflect new processes. (as per Working Together 2015) and ensure all partners are aware of the process.	SCST	COMPLETED	New Pathway shared with SCSB and rolled out to partners. SCST Hub Induction process provides relevant information to all children social care staff.	Partners will have a clear understanding of how to make a referral and what happens once a referral is accepted. .
OR 3	Review current process for strategy meetings and ensure all social workers are following agreed process and partners fully engage in meetings.	SCST	COMPLETED	Strategy meetings are taking place and are being audited on a regular basis to determine their effectiveness.	Strategy meetings are carried out in line with procedures and partners are fully engaged. Audit activity will provide evidence of impact.
OR 13	Strengthen the role of the Independent Reviewing Officers to ensure they provide robust monitoring and challenge and escalate concerns where necessary.	SCST	December 2016	IRO Standards document completed and currently being taken through Trust governance process. Increased number of permanent IROs within the Safeguarding & Quality Assurance Service (SCST), providing a more stable workforce.	IRO role provides effective challenge and ensures the voice of the child is central to planning and decision making. An increase in effective IRO challenge lead to positive outcomes for children and young people in care.

					A record of any challenges made will be kept and reported through the annual IRO report and audit activity will provide evidence of impact.
OR 13	Strengthen the role of the Child Protection Chairs to ensure they provide robust monitoring and challenge and escalate concerns where necessary.	SCST	COMPLETED	Child Protection Conference Standards are in place and training has been undertaken.	Child Protection Conference process is clear and easily understood by all and outcomes for the child remain central to decision making. All partner agencies contribute effectively to the conference process. Families are clear about the conference and the expectations of them as a result of a plan being made. Chair is able to effectively challenge and ensure plans are implemented to safeguard children.
Care Leavers					
OR 6 / 22	Establish a stand alone Care Leavers Service that enables case loads to be allocated and individuals to be tracked more effectively.	SCST	January 2017	The Care Leavers Services was established within the new social work model, and is currently staffed by agency staff. Seven new permanent staff have been recruited and are due to take up their new	Planning for transition will be improved and Care Leavers will have the appropriate level of support and outcomes will be clearly tracked.

				roles in January 2017.	
OR 5	Review the current Pathway Plan format in response to views expressed by young people.	SCST	COMPLETED	Needs assessment and Pathway Plans have been revised to make them shorter and more accessible and are being used.	% of Care Leavers with good quality pathway plans.
OR 5	Provide targeted support to looked after children and care leavers to remain in employment, education or training, and ensure effective communication between Young People's Services and the Care Leavers Service	SBC	November 2017	The multi-agency care leavers panel has resulted in good, proactive partnership working on the NEET agenda. A joint initiative between SBC's Young People's Service and the Virtual School has resulted in young people in Years 8 and 11 receiving additional support in relation to information, advice and guidance about careers and aspirations.	% of care leavers who are EET (target in line or better than national average) Number of looked after children and care leavers employed within SBC or with contractual partners. Survey of Care Leavers to assess whether they feel they have received timely, good quality advice and guidance regarding employment, education and employment
OR 5	Develop a strategy that provides employment and training opportunities for looked after children and care leavers within the council, ensuring all Directorates contribute.	SBC	tbc	SBC have approached a number of contractual partners and engaged them in discussions with SCST to improve access to apprenticeship and training opportunities for looked after children and care leavers. SBC is currently looking to develop a full Strategy setting out its approach and aims providing apprenticeship and training opportunities for looked after children and care leavers.	Number of looked after children and care leavers employed within SBC or with contractual partners.

OR20	Where 'staying put' arrangements are not an option, provide appropriate and timely accommodation for care leavers: a) Transition b) Permanent	SBC	April 2017	The draft Housing Strategy establishes the council's commitment to ensuring an adequate supply of suitable accommodation for care leavers. Work is being done to establish the accommodation needs of care leavers, which can then inform options for increasing the council's capacity to offer varied provision, to meet individual needs.	% of care leavers considered to be in suitable accommodation Number of care leavers who have been offered a permanent tenancy over the last 3 years Survey of Care Leavers to assess whether they feel safe in their accommodation Improved quality of accommodation offered to looked after children and care leavers both transitional and permanent Increased scope and variation of permanent accommodation options. An increase in council's capacity for offering shared accommodation to care leavers, with floating support, including private landlord arrangements
Children Looked after					
OR 4	Review and develop targeted multi-agency edge of care support, including ensuring that children/young people who return home are provided with appropriate support.	SCST	March 2017	New approach being developed to provide a more robust approach to edge of care support.	Children and young people are supported to remain in the family home and prevented from coming into care, where care is required this is for the shortest time based on

					individual needs. Children and young people returning from care have planned return home
OR 20	Implement the LAC Sufficiency Strategy	SCST	COMPLETED	LAC Sufficiency strategy is completed and published.	Children and young people looked after are tracked more effectively and decisions on placement moves are made in a regular planned forum. Placement stability will improve and where placement changes are required these will be considered by a panel. % of children in stable placements.
OR 20	Develop a Marketing and Recruitment strategy to increase the number of Slough Foster Carers	SCST	November 2017	Significant progress has been made in recruiting foster carers, with 18 currently working through the recruitment process. A key, ongoing challenge, is retention.	Slough will have enough foster carers and reduce the number of children placed out of the borough.
OR 20	Revise and implement the Staying Put Policy	SCST	COMPLETED	The Policy has been agreed, and all templates and procedures updated to reflect the new Policy.	Policy clear and understood and option for care leavers to remain in placement beyond 18th Birthday.
Early Help					

OR 9	Early Help Strategy to be developed with key partners, including the Slough Children's Trust.	SBC	tbc	Planning for the development of a partnership Early Help Strategy is underway, with the implementation of a supporting partnership structure being established.	The Early Help Strategy will include an agreed partnership score card to monitor the effectiveness of Early Help The Early Help Strategy clearly defines thresholds, pathways and the coordination of the early help offer. Performance monitoring shows that thresholds are being correctly applied and families receive the support they need at the right time.
OR 9	Review the model for early help to ensure early help is aligned with the wider changes to the social work model.	SCST	COMPLETED	New early help model established within the new social work model, Safe, Secure, Successful.	Children and families will be supported at the earliest opportunity. % reduction in referrals to social care.
	Corporate Parenting				
OR 10	Revised Pledge to Looked After Children	SBC	COMPLETED	Revised Pledge developed and signed off at Cabinet (11 April) and full Council (18 April).	Corporate Parenting Scorecard Looked After children and Care Leavers report that the Pledge is making a difference The scorecard shows improved outcomes for looked after children and care leavers
OR 10	Revise Corporate Parenting Strategy and action plan, ensuring the strategy and ongoing work incorporates the voice of young people's voice.	SBC	COMPLETED	Revised Corporate Parenting Strategy and action plan approved by Cabinet on the 26th June 2016.	
OR 10	Deliver Corporate Parenting Action Plan	SBC	April 2017	Action plan approved by Cabinet on	

				the 26th June 2016.	The corporate parenting board is judged to be effective in meeting its responsibilities
OR 10	Develop Corporate Parenting scorecard	SBC	COMPLETED	Corporate Parenting Performance Framework agreed (September 2016).	
OR 11	Review terms of reference of Corporate Parenting Panel	SBC	COMPLETED	Terms of Reference for new Joint Parenting Panel agreed and new Panel established, with first meeting due to take place on 14 December 2016.	Annual survey of looked after children and care leavers asking if they feel we have kept our promises to them
Child Sexual Exploitation					
OR 15	Continued development of work to ensure that CSE is well understood and action is being taken to address concerns where CSE has been identified as a risk.	SCSB	November 2017	Mandatory bite size CSE awareness delivered to all SCST staff. CSE training plan is in place, with intermediate level training (incorporating the use of the CSE screening tool) in place, and specialist advanced training commissioned from external provider.	CSE is recognised and clearly understood across all partner agencies. All partner work together to address CSE and reduce risks. Effective multi-agency response where CSE has been identified as a risk factor.
OR 16	Develop a clear multi-agency policy on the management of children who go missing from school, care or home.	SCST	COMPLETED	Policy on children missing from care, school or home has been agreed by the SCSB.	Policy in place and clearly understood by partners. Episodes of children missing are regularly monitored and return home interviews are undertaken.

OR 15	Continue to monitor the effectiveness and impact of the overarching CSE Strategy and that all partners are fully engaged.	SCSB	November 2017	CSE Strategy developed and agreed by the SCSB. CSE Strategy Group in place to monitor the ongoing impact of the strategy. SEMRAC (operational CSE group) in place to monitor individual children and young people who may be at risk of CSE.	CSE strategy provides a clear framework to monitor impact of CSE awareness and actions taken to tackle CSE and protect children and young people. CSE strategy group is able to take action where ongoing risks / issues are identified as a result of monitoring. Individual case records will provide evidence of interventions and support. Children and young people at risk of CSE are identified and appropriate action is taken to continue to safeguard and reduce risk factors.
OR 17	Embed the use of the CSE Risk Assessment Tool across the SCS Trust and with partners.	SCST	November 2017	Information on CSE and the risk assessment tool are included in the new LSCB threshold document. CSE Coordinator (Operations) - continuing to support practitioners and monitor use of CSE tool. A clear training plan is in place which will incorporate training on the use of the CSE screening tool.	Children and young people at risk of CSE have their needs appropriately assessed and support is provided to minimise risks and promote safety. Audit of cases will demonstrate use of tool and impact.

	Commissioning				
OR 18	Agree transfer of commissioning resource from SBC to the SCS Trust	SBC	COMPLETED	Arrangements agreed. TUPE process completed.

Resource transferred to SCST | Slough Children's Services Trust have the resources to be effective commissioners |
| OR 18 | Develop SCS Trust Commissioning strategy | SCST | November 2016 | Drafted and being prepared for sign off. | Commissioning on behalf of the Trust is effective, secures high quality provision and delivery of value for money. |
| OR 19 | Commission advocacy services and embed use of advocacy across the Trust | SCST | COMPLETED | A new contract has been awarded to NYAS to provide:

• all out of borough Return Home Interviews for missing looked after children; and

• advocates and independent visitors.

Additional activity is taking place to gather the voice of the child through consultations and supporting the ReachOut! Group. | Number of children and young people who feel they have been provided with the right level and type of support to enable them to express their views and inform their care planning. |
| **Virtual School** | | | | | |
| OR 21 | Implement Virtual School Improvement Plan | SCST | November 2017 | An experienced Virtual School Head appointed (June 2016).
Key activity includes:
• attachment training;
• Welfare Call chosen to | Virtual School in place and providing effective support to children and young people.

Educational outcomes for vulnerable groups will be monitored and support offered |

				• monitor attendance;	where this is needed.
				• governing body, professionals and designated teachers meetings set up for the academic year;	Attendance will be monitored and action taken to support children and young people with low attendance.
				• activity days in Oxford and at Haybrook with children in care;	Educational outcomes for vulnerable groups will improve.
				• regular Foster Carer Drop Ins; and	
				• ePEP training delivered to adopters.	
Learning Difficulty / Disability					
OR 5	Develop a Transition Strategy for young people with LDD moving into adult services	SBC	December 2016	Transition Strategy being revised and prepared for sign off.	Transition Strategy in place, supporting young people with LDD in transitioning from children to adult services. Feedback from young people moving into adult services report the transition arrangements have met their needs

2) Improving Learning – Establishing a learning culture, ensuring knowledge is shared in order to improve practice and result in a continuous improvement				
Ofsted rec.	**Actions**	**Lead**	**Timescale**	**Progress**	**Impact / Outcomes**
OR 5	Ensure that all assessments contain clear evidence of the views of the child or young person/ family and this informs actions and plans.	SCST	November 2017	Managers have oversight of the work of social workers within their teams. Improvement work has focused on the quality of assessments, with all assessments overseen to ensure they include the child's views. Regular audit activity is being undertaken to determine the quality and impact of these actions on the quality of analysis and assessments. Online consultation form has been developed for children in care to complete prior to a LAC review. The Hub induction programme includes a toolkit focusing on direct work and seeking the views of children and young people.	The voice of the child is clear, recorded and transparent in all assessment work. Regular audit activity will determine the quality and impact of this action.
OR 10	Participation strategy to focus on increasing opportunities for active participation of children and young people, to include further development of the Voice of the Child and a Care Leavers Focus Group.	SCST	COMPLETED	An action plan was developed to support and improve the participation of young people looked after and care leavers. A Reach Out Speak Out Helpline was launched in March 2016, providing an additional opportunity for young people to raise any concerns. Care Leavers Forum was launched in	Clear systems in place to enable children and young people in care and Care Leavers to express their views. Child Participation Officer, IRO, Social Workers and regular audit will provide evidence of the

				June 2016. The Participation Officer and Head of Service (SCST) meet with young people to talk to them about the Care Leavers Forum. Care Ambassadors have been/and are being recruited.	participation.
OR 14	Revise complaints procedure and implement across the Trust.	SCST	COMPLETED	The statutory complaints procedure has been revised and implemented. A programme of Complaints Training has been implemented for all staff.	Complaints procedure is clear and understood. It is accessible to children, young people and families and staff within the Trust. Staff across the Trust will be proactive when receiving complaints and there will be a reduction in complaints at stage 2.
OR 14	Ensure learning from complaints is embedded and continues to inform ongoing improvement of the Trust.	SCST	November 2017	The Joint Improvement Board will receive regular complaints information through its performance reports. Currently looking at how to improve the translation of messages from complaints into ongoing training and development for staff.	Learning points will be incorporated into ongoing training and development activity. Learning from complaints will be embedded as part of the quality assurance framework.
OR 14	Embed an audit programme across the Trust and ensure learning from audit informs improvement.	SCST	November 2017	The Quality Assurance Framework revised, and audit programme developed. Currently looking at how to improve the	Audits will be completed on a regular basis. Audit moderation will provide a

Ofsted rec.	Actions	Lead	Timescale	Progress	Impact / Outcome
				translation of messages from audits into ongoing training and development for staff.	measure of the quality of audits. Learning points will be incorporated into ongoing training and development activity. .
OR 20	Address the concerns of Care Leavers who have stated they feel unsafe in accommodation.	SCST	November 2017	A Care Leavers Forum has been established to provide an opportunity for Care Leavers to meet together and express their views.	Care Leavers will feel that they have been able to express their views, that they have been listened to and that action has been taken as a result of their views.

3) Improving Information – Improving the quality and availability of information for staff, partners and communities to underpin the other 3 themes of improvement					
Ofsted rec.	**Actions**	**Lead**	**Timescale**	**Progress**	**Impact / Outcome**
OR 1	Continued focus on monitoring core social work activity through effective performance monitoring.	SCST	November 2017	Weekly performance reports are circulated to Heads of Service and Managers, a regular "steady state" meeting addresses data quality and recording issues. A weekly Management Overview report has been developed and is considered by SMT in its regular weekly meeting. A monthly Performance Board has been established and will continue to develop and mature. KPI reporting has been established for monitoring contract with Slough Borough Council, and targets are currently being	Performance culture embedded at all levels of work across the Trust. Management information is used to challenge practice and effect improvements in systems, process and practice. Managers are able to account for performance in their areas of responsibility and work with others to address ongoing performance management.

				established. The Joint Improvement Board receive regular performance data, audit reports and information on complaints/compliments.	
OR 1	Further development of ICS and other related recording systems to support accurate and timely reporting.	SCST	November 2017	A series of ICS workshops were held to determine any changes required in the system to support recording and reporting activity.	IT systems are fit for purpose and are used effectively by Social Workers and other Trust professionals.
	Improve functionality of JSNA	SBC	COMPLETED	The JSNA was refreshed immediately following the inspection pending a full review. An infographic summary of JSNA was developed and published on SBC website.	JSNA contains good quality, strategic information that is easily accessible JSNA used to inform decision making and service development

4) Improving Workforce – Ensuring there is a stable workforce and leadership team in place to deliver good outcomes for children and families and to drive the programme of change and culture of continuous improvement					
Ofsted rec.	**Actions**	**Lead**	**Timescale**	**Progress**	**Impact / Outcomes**
OR 8	Develop and implement SCS Trust Workforce strategy	SCST	November 2016	Document is developed in draft and will be scrutinised and agreed by the Trust Board.	Clear strategy in place to steer ongoing development
OR 8	Implement new Social Work model following comprehensive consultation	SCST	March 2017	Phased implementation of new social work model underway, with a comprehensive induction programme to ensure a safe transition.	Impact of Hubs will be monitored by SMT and Trust Board. DfE evaluation will provide

					evidence of impact.
OR 7	Provide training to staff on life story work and later life letters.	SCST	COMPLETED	Bespoke training undertaken and Life Story post recruited to.	Children who are adopted will have a high quality record of their life in future years.
OR 8	Revisit a set of core skills for social workers and provide training / development to raise standards.	SCST	November 2017	Shortlisting for social work staff is informed by the Professional Capabilities Framework. Career Mapping interviews ongoing with workforce, and training needs analysis being undertaken with teams across SCST Information received from audits informing training needs, and new appraisal process implemented. Behaviours and Values policy completed with input from Trust staff.	Social workers have the required skills and knowledge to perform their role. Quality of practice will improve and will be evidenced through case file audit. Appraisals will be monitored and will inform professional development and training activity. HR and management audit of staff performance and appraisals
OR 14	Implement regular audit of supervision to include quality, frequency, actions identified and followed up, management decisions on case files and critical reflection.	SCST	COMPLETED November 2017	Head of Improvement has been undertaking some coaching and development work with a group of Practice Managers. Quality of supervision and management oversight is an area of focus on the revised case file audit tool. Supervision policy in development. Audits of case files is ongoing, which includes the quality of supervision.	Supervision provides managers and social workers with the framework to discuss cases, use reflection to inform thinking and decision making and seek management agreement / direction on cases.

Annex 1 Ofsted Recommendations

1. In line with longstanding plans, develop and embed a genuinely multi-agency response to concerns about children. This should be rooted in clear and up-to-date threshold guidance rolled out across the partnership and regularly reviewed in conjunction with the LSCB.

2. Ensure that contingency arrangements and escalation processes are reviewed, monitored and understood at all levels of need and concern. This should include thresholds for step up and step down arrangements.

3. Ensure that all children and young people at risk of significant harm benefit from strategy discussions and meetings that meet minimum statutory requirements.

4. Improve the coordination and quality of support offered to children and young people on the edge of care and returning home from care.

5. Ensure that assessments, care plans and pathway plans for children looked after and care leavers are up to date, relevant to the individual child or young person and based on a thorough analysis of children and young people's needs and aspirations so that consequent action planning is effective.

6. Significantly improve the quality and regularity of contact with and support for care leavers, ensuring that managers oversee the frequency, quality and impact of contact effectively.

7. Ensure that staff have the knowledge and capacity to complete good-quality and timely life story work and letters for later life.

8. Through ambitious and innovative means, prioritise the establishment of a stable and skilled permanent workforce.

9. Evaluate the quality and effectiveness of early help processes and services to inform and improve future planning and service delivery.

10. Revise the corporate parenting strategy to ensure that it sets out a clear vision and process for improving outcomes for children looked after and care leavers.

11. Review the terms of reference of the corporate parenting panel to ensure that it includes wider partner representation and provides rigorous scrutiny and challenge.

12. Broaden the range of children and young people who participate in the CiCC and create a care leavers' focus group. Embed consultation processes systematically across the service.

13. Strengthen and monitor the effectiveness of the role of IROs in challenging and escalating concerns about children's plans.

14. Ensure that learning from complaints, audits and other sources is used effectively to influence service development.

15. With key partners, take decisive action to ensure that the local extent of child sexual exploitation is known and understood and that intelligence information is used proactively to inform risk management and disruption activities.

16. Be tenacious about ensuring that all children who go missing from home or care are offered a timely return home interview that properly explores and addresses risk and need.

17. Take urgent steps to ensure that all children who are identified as being at risk of going missing or being sexually exploited are subject to a risk assessment and are offered responsive and appropriate help.

18. Finalise, as a matter of urgency, which body is responsible for commissioning individual functions and services.

19. Ensure that children and young people have access to an advocacy service that enables the children and young people to express their views, particularly in important meetings about them.

20. Review the range and quality of accommodation for children looked after and care leavers, including staying put arrangements.

21. Improve the educational support provided to children looked after and strengthen significantly all services offered by the virtual school.

22. Review the effectiveness and organisation of support to care leavers.