

**Bath and North-East Somerset; Ofsted Improvement Plan – April 2018**

Ofsted Recommendation	Target/Goal	Actions planned and/or undertaken	Completion date	Lead	Evidence	Update from Recommendation Lead – update against timescales and actions planned (RAG rated as well)
1. Improve the quality of child in need, child protection and pathway plans so that they consistently set out specific measurable actions with timescales for delivery and clear contingencies	<ul style="list-style-type: none"> <li>To improve the overall quality of assessments and planning for young people.</li> <li>To build on the examples of good practice which are already evident within practice.</li> <li>To improve the consistency of planning across the department.</li> <li>To engage staff in developing an increased understanding of what good looks like.</li> </ul>	<ul style="list-style-type: none"> <li>Parental engagement group will continue to develop work on CP processes.</li> <li>Pete Campbell and Bev Coles will be undertaking work in conjunction with IRO's to review the template for Pathway plans and the guidance to workers in what "good" looks like</li> </ul>	<p>By December 2017</p> <p>By December 2017</p> <p>By</p>	<p>Pete Campbell/Bev Coles/Mel Argles</p> <p>Leigh Zywek/Principal Social Worker/Mel Argles</p> <p>Lesley Hutchinson/Ric</p>	<ul style="list-style-type: none"> <li>Through case audit process.</li> <li>Scrutiny of plans at Legal Tracking panel, Permanence Panel, Placement panel.</li> <li>Annual PDR's to show evidence that practice in relation to quality of planning and reviewing of plans have been discussed and monitored.</li> </ul>	<ul style="list-style-type: none"> <li>Draft Parental Engagement Paper now ready for dissemination.</li> <li>Launch event for Parental Participation scheduled for June 2018.</li> </ul> <p>Young Person friendly "Plan on a Page" now drafted. This includes IRO input and will also be reviewed by SICC.</p>

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ies.		<p>for the completion of Pathway plans.</p> <ul style="list-style-type: none"> <li>The new template and guidance will be followed by a series of workshops with staff to strengthen practice, recording and planning.</li> <li>Leigh Zywek and the Principal Social Worker to lead a series of “Back to Basics” workshops with front-line managers to develop key standards and</li> </ul>	<p>December 2017</p> <p>Manager’s audits will continue on a monthly basis. PPG audits will remain quarterly</p>	<p>hard Baldwin/Mary Kearney-Knowles Julie Morris/ Principal Social Worker</p> <p>Duncan Stanway</p> <p>Duncan Stanway/ Principal Social Worker</p>		<p>LZ/DS/ED to deliver “Back to Basics” training/workshops in September with a theme of “What makes a Good Plan”</p>

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		<p>elements that should be included within CP and CIN plans (ie; Planning, effect reviews, working with Neglect).</p> <ul style="list-style-type: none"> <li>• The revised Quality Assurance Framework document will link to reflect the expected elements and content of “good” assessments and planning across the department.</li> <li>• To continue the schedule of case audits via</li> </ul>				<p>QA Framework is now drafted. To be discussed and amended at April Improvement Board, prior to sharing.</p> <p>Case-Audit process to be re-configured</p>

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		<p>frontline managers and the Professional Practice LSCB Sub-group. This audit activity will inform progress in improving the quality of planning.</p> <ul style="list-style-type: none"> <li>‘Themes’ that are evident from monthly audits are identified and shared with frontline managers and staff.</li> </ul>				<p>to ensure improved compliance,. This will take the form of quarterly Audit-Day’s/workshops (RB to arrange with AH)</p> <p>JM has undertaken a review of recent audit activity. The paper is presented to the April Improvement Board.</p>
2. Strengthen the quality of child in need work. Ensure that children	<ul style="list-style-type: none"> <li>To further develop performance data systems that allow front-line managers and senior managers to quickly identify themes and patterns in performance that will assist and improve practice.</li> <li>Launch the monthly R50/Balanced</li> </ul>	<ul style="list-style-type: none"> <li>Meetings have already taken place to confirm the format of the ‘Balanced Scorecard’ (R50) document and</li> </ul>	New ‘Balanced Scorecard’ format launched in October	Geraldine Kinsella	<ul style="list-style-type: none"> <li>Managerial supervision to evidence discussion of performance against “Balanced</li> </ul>	<ul style="list-style-type: none"> <li>Balanced Scorecard/R50 dashboard now being circulated to front-line managers on a</li> </ul>

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are visited in accordance with their plans, and that reviews take place regularly to monitor progress and are overseen by managers.	<p>Score-card sheet for managers.</p> <ul style="list-style-type: none"> <li>Embed regular discussion and professional challenge of the score-card with supervision with front-line managers and Service Managers.</li> </ul>	<p>the circulation list of this document.</p> <ul style="list-style-type: none"> <li>The work to re-structure the duty team has included an emphasis on strengthening management capacity and over-sight of performance issues.</li> <li>CIN review meeting template to be reviewed to ensure specific question is included to specify visiting patterns.</li> </ul>	<p>2017.</p> <p>New Duty team structure to go live on 18<sup>th</sup> September.</p>	<p>Leigh Zywek/Richard Baldwin</p> <p>Lesley Hutchinson/Richard Baldwin/Mary Kearney-Knowles</p> <p>Geraldine Kinsella/Lesley Hutchinson</p>	<p>Scorecard” with front-line managers.</p> <ul style="list-style-type: none"> <li>CIN review meetings to reference visiting patterns and clarify purpose of visits for parents and partner agencies.</li> <li>Case audits to cover visiting patterns.</li> </ul>	<p>monthly basis.</p> <ul style="list-style-type: none"> <li>GK meeting with managers on Monday morning to assist with data/performance issues.</li> </ul>

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		<ul style="list-style-type: none"> <li>• The revised Quality Assurance Framework document will link to improvements in how managers routinely monitor performance and use performance data to further improve practice.</li> <li>• Quarterly data performance (in safeguarding).</li> <li>• Some audits to include follow up phone feedback from</li> </ul>				

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		<p>auditor.</p> <ul style="list-style-type: none"> <li>Review quarterly data returns (new format).</li> <li>Task and Finish Group to complete Balanced Scorecard.</li> <li>‘Back to Basics’ training on Planning and importance of Reviews.</li> <li>Links in PDR targets and skill sets.</li> </ul>				<p>This is now complete. R50 being used by front-line managers.</p> <p>Back to Basics training on “Planning” scheduled for September 2018.</p>
3. Ensure rigorous oversight of children subject to	<ul style="list-style-type: none"> <li>Review of the structure and function of the Divisional Legal Panel.</li> <li>Changes to the “tracker” document that is used by the Legal panel.</li> <li>Utilise the reporting and</li> </ul>	<ul style="list-style-type: none"> <li>Template used by the Panel will be reviewed and will incorporate stronger</li> </ul>	Revised template to be completed and	Leigh Zywek	<ul style="list-style-type: none"> <li>Reduction in percentage of cases in pre-proceedings taking over 26</li> </ul>	<ul style="list-style-type: none"> <li>New template for Legal Planning meeting now in place and is</li> </ul>

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pre-proceedings so that practice is robust and decisive in response to increasing concern, and that drift and delay are prevented.	<p>functionality of LL to assist the tracking of cases.</p> <ul style="list-style-type: none"> <li>How to develop IRO/Legal/CP Chairs scrutiny.</li> </ul>	<p>emphasis on establishing clear time-scales for tasks and a review of progress against these dates.</p> <ul style="list-style-type: none"> <li>Terms of Reference of the Panel will be updated and ensure that the progress of pre-proceedings are tracked and monitored.</li> </ul>	<p>agreed by September 2017.</p> <p>Terms of Reference to be reviewed and agreed by September 2017</p>	Leigh Zywek	<p>weeks to complete.</p> <ul style="list-style-type: none"> <li>Prompt allocation and start of pre-proceedings work following agreement at Legal Tracking Panel.</li> </ul>	<p>being used.</p> <p>Legal Panel TOR also reviewed and revised/completed.</p>
4. Strengthen arrangements to identify and respond to children who are	<ul style="list-style-type: none"> <li>Annual Report on PF to the LSCB.</li> <li>Benchmarking with neighbouring LA's.</li> <li>To achieve a consistent standard of safe care and support to private fostering households</li> <li>To educate key external partner agencies, including language schools,</li> </ul>	<ul style="list-style-type: none"> <li>Private fostering assessments and support plans to be delivered by the Permanence Team.</li> <li>Suitable</li> </ul>	<p>September 2017</p> <p>September 2017</p>	<p>Rosemary Pickering / Karen Kopp</p> <p>Rosemary Pickering / Karen Kopp</p>	<ul style="list-style-type: none"> <li>Improved quality of recording and assessments of young people in PF arrangements.</li> <li>Improved,</li> </ul>	<ul style="list-style-type: none"> <li>Update report on PF seen by Improvement Board in April 2018.</li> <li>PF Annual report going to LSCB in June</li> </ul>



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privately fostered. Ensure that decisions to support arrangements are informed by appropriate assessments that include required checks and are overseen by managers.	<p>on the requirements of private fostering arrangements</p> <ul style="list-style-type: none"> <li>Social care staff able to recognise and support private fostering households.</li> </ul>	<p>information to be produced and distributed to professionals, families and children. This information will also be easily accessible on the webpages. This will include templates for written agreements and notifications</p> <ul style="list-style-type: none"> <li>An annual report prepared and presented to the LSCB, with updates to LSCB subgroups throughout the year.</li> <li>Close liaison</li> </ul>	<p>September 2017</p> <p>September 2017</p> <p>September 2017</p> <p>December 2017</p> <p>September</p>	<p>Karen Kopp</p> <p>Karen Kopp</p> <p>Karen Kopp</p> <p>Rosemary Pickering / Karen Kopp</p> <p>Karen Kopp /</p>	<p>communication with Language schools and Independent schools about arrangements for overseas children.</p>	<p>2018.</p> <p>Updated PF information now on Council website. Revised leaflets have also been sent out to Surgeries, Nurseries and Independent Schools.</p> <p>PF Annual report scheduled for June LSCB.</p>

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	<ul style="list-style-type: none"> <li>The Tri-X procedures for staff to be up to date</li> </ul>	<p>with language schools to inform staff and students of these ‘special’ private fostering circumstances</p> <ul style="list-style-type: none"> <li>Training available to internal staff when required, including designated safeguarding leads on LSCB training days.</li> <li>A method of benchmarking to be introduced with comparator authorities to measure our performance.</li> </ul>	<p>March 2017</p> <p>December 2017</p>	<p>Sue Scullard</p> <p>Karen Kopp</p>		<p>Contact made with Independent and Boarding Schools. Link SW now involved in Information events to host families and 2Dip” sample home visits scheduled to assess arrangements.</p>

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		<ul style="list-style-type: none"> <li>Private foster carers will be offered access to B&amp;NES foster carer training opportunities.</li> <li>Private Fostering guidance to be reviewed in light of changes</li> </ul>				Private Fostering Guidance has been reviewed and revised.
5. Take action to respond to the rising number of fixed-term exclusions for children looked after so that they are reduced effectively.	Reduce fixed term exclusions from validated baseline of 16.67 in 2015 and reduce the gap between the national percentage (6.25ppts)	<ul style="list-style-type: none"> <li>Welfare Call commissioned for daily contact with all schools with any BANES child in care to ensure accurate recording of fixed term exclusions and reasons</li> <li>Reducing exclusions of children in care</li> </ul>	<p>August 2017</p> <p>September 2017</p> <p>September 2017</p>	Victoria Duke.	<ul style="list-style-type: none"> <li>Validated data confirms a reduction in fixed term-exclusions.</li> <li>ECHP's regularly address exclusions issues where appropriate to do so.</li> <li>Actions/perfor</li> </ul>	<ul style="list-style-type: none"> <li>Update report received from Victoria Duke at the April Panel.</li> </ul> <p>Performance of</p>

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					key priority within P4S Virtual School Improvement Plan	September 2017		mance to be reviewed through VS performance group and Corporate Parenting Group	LAC in relation to exclusions reported to Virtual School Performance meeting (April 2018. All exclusions now being challenged.
		Permanently excluded 2014	At least 1 FTE 2014	Permanently excluded 2015	At least 1 FTE 2015	October 2017			
	National Children in Care %	0.12	10.25	0.14	• Children in Care champion arranged with SEND teams to allow faster				
	BANES CiC %	0.00	9.72	0.00	• Communication with schools and carers regarding				
					EHCPs				
					<ul style="list-style-type: none"> <li>Common delay causes in EHCP completion shared with stakeholders</li> <li>New Sept 2017 DfE guidance on exclusions used to create a</li> </ul>	Ongoing (but progress to be checked in December 2017)			

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		<p>BANES children in care behaviour escalation and exclusion flowchart along with a resource pack on best practice to support behavioural needs, This will be presented in sessions throughout year to Head-teachers, Designated Teachers and school governors as well as on the new portal children in care training site.</p> <ul style="list-style-type: none"> <li>• Closer</li> </ul>	Ongoing (but progress to be checked in December 2017)			

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		<p>collaboration with schools to promote earlier support as needed with the introduction of progress reviews for key cohorts</p> <ul style="list-style-type: none"> <li>• Cases where students have high numbers of fixed term exclusions to be discussed frequently and led by head-teacher of P4S</li> <li>• Head-teacher P4S Virtual School to meet on 1 to 1 basis with key schools with high fixed term exclusions</li> </ul>				

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		to challenge and support				
6. Ensure proportionate visiting and proactive support for care leavers in response to escalating need.	<ul style="list-style-type: none"> <li>Review of Pathway Planning template – linked against an up to date Needs Assessment.</li> <li>Improve and develop reporting on frequency of visiting to care-leavers</li> <li>To explore exempting care leavers from Council Tax (when they live in BANES)</li> <li>Develop a Care Leavers Council via Off the Record.</li> <li>Improve responsiveness to Care Leavers when crisis occurs.</li> </ul>	<ul style="list-style-type: none"> <li>Pete Campbell and Angela Stewart-Gentle to review the Pathway Plan template to ensure succinct but analytical planning for care-leavers.</li> <li>New “Balanced Scorecard” (R50) reporting template for frontline managers to include reporting line on visiting frequency to Care Leavers.</li> </ul>	<p>November 2017</p> <p>September 2017</p> <p>October 2017</p> <p>October 2017</p>	<p>Pete Campbell/Angela Stewart-Gentle</p> <p>Geraldine Kinsella</p> <p>Pete Campbell/Bev Coles</p> <p>Angela Stewart-Gentle</p>	<ul style="list-style-type: none"> <li>Audits of Pathway Plans to confirm improvements in levels of analysis within plans. To also cover regular consideration of needs, regularity of visits.</li> <li>‘Balanced Scorecard’ to show data on visits to care-leavers.</li> <li>Supervision to demonstrate consideration of visit patterns, and pro-active</li> </ul>	<ul style="list-style-type: none"> <li>Local Offer launch event scheduled for June 5<sup>th</sup>.</li> <li>Mark Ridell (DfE National Lead undertaking a 2-day challenge workshop in BaNES in October 2018.</li> </ul> <p>Brian Relph undertaking thematic audit of Care-Leavers files in May 2018, to review contingency planning.</p>

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		<ul style="list-style-type: none"> <li>Auditing of Pathway Plans (what does Good look like), to include IRO's.</li> </ul>			support.	New R50 contains management info on the frequency of visits to Care-leavers.
7. Ensure that services are appropriately resourced to deliver manageable caseloads and effective supervision that proactively drives planning for children	<ul style="list-style-type: none"> <li>Continue to develop effective recruitment and retention.</li> <li>Re-launch of the Workforce Plan. Additional management posts and SW posts have been recruited too.</li> <li>Ensure that the resourcing of the service and caseload levels are understood and owned at the highest level within the Council.</li> </ul>	<ul style="list-style-type: none"> <li>Divisional Directors Caseload Challenge sessions will continue to take place on a quarterly basis.</li> <li>The review of the Duty Team will take account of case-load pressures in the duty and both management capacity and SW posts will be increased to assist this</li> </ul>	<p>Quarterly</p> <p>September 2017</p> <p>October 2017</p> <p>September 2017</p>	<p>Richard Baldwin</p> <p>Leigh Zywek/Sarah Riley/Vicki Treasure</p> <p>Richard Baldwin/Paula Bromley</p> <p>Leigh Zywek/Sarah</p>	<ul style="list-style-type: none"> <li>Caseloads remain in line with prescribed range.</li> <li>Case Transfer process ensures that cases move through team structures in a timely manner.</li> <li>The majority of cases involving CSE/Missing/Criminal exploitation are allocated within the ART.</li> <li>Annual staff survey and</li> </ul>	<p>Brian Relph to undertake an audit of Duty Cases in May 2018 to review levels of drift, and quality of planning.</p>



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and prevents drift and delay.		<p>process.</p> <ul style="list-style-type: none"> <li>The launch of the Early Help Hub (and allocation process) will be monitored to ensure swift movement of cases into EH services where SW involvement is not required.</li> <li>Establishment of ART (Adolescent Risk Team) (including two additional posts) so that CSE/Criminal exploitation/Homelessness cases can come out of CP/Court</li> </ul>	<p>Annually (Usually in April/May )</p> <p>September 2017</p> <p>Ongoing (but to be reviewed quarterly)</p>	<p>Rodgers</p> <p>Richard Baldwin/Julie Morris</p>	<p>staff event reflect back the views of staff.</p>	<p>Annual review of the EHH will take place in September 2018.</p> <p>New DTM post in ART now advertised. Appointment expected in May 2018. This will strengthen oversight and planning for these cases.</p>

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		<p>team and CIN team and ease some current caseload pressures.</p> <ul style="list-style-type: none"> <li>Continuation of Staff Survey and Annual Staff Event to maintain and strengthen the voice of staff.</li> <li></li> <li>Ongoing reporting to Strategic Directors and Elected Members, via DCS and lead member, on caseloads and on progress with this action plan</li> </ul>				<p>2018 Staff survey scheduled for June 2018 (Elliot Davis leading on this)</p>

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		to ensure that service resourcing and improvements are owned at the highest level.				Update report on the Improvement Plan scheduled for May 2018.
8. Improve the proportion of 16 to 18 year olds who are engaged in education,	<ul style="list-style-type: none"> <li>Formation of ART Team will begin to address NEET issues for Homeless Young People.</li> <li>Continue to develop benchmarking processes so that BaNES can measure progress and performance.</li> </ul>	<ul style="list-style-type: none"> <li>Continuation of NEET tracking to remain within the re-configured Youth Connect service.</li> </ul>	<p>Annually (usually April)</p> <p>July 2017</p>	Sally Churchyard	<ul style="list-style-type: none"> <li>NEET levels to remain at or below national average.</li> <li>Actions/performance to be reviewed through VS</li> </ul>	<ul style="list-style-type: none"> <li>Latest data (April 2018) reports that BaNES NEET levels are 3.4%, the lowest in the SW.</li> </ul>

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employment or training		<ul style="list-style-type: none"> <li>New protocol created with Bath College to improve collaboration and communication as a key provider for BANES children in Care</li> <li>Creation of “Prepare for Work” team (Victoria Duke (LAC), Laura Knight (all), Kate Starks (all), Bev Coles (LAC &amp; CLs)</li> <li>Audit sent to all schools for year 7 upwards which currently educate BANES children in care</li> </ul>	<p>July 2017</p> <p>September 2017</p> <p>September 2017 onwards</p> <p>September 2017</p>		performance group and Corporate Parenting Group	P4S launched in JULY 2017.

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		<p>to establish local offer in regards to employer and HE encounters (Victoria)</p> <ul style="list-style-type: none"> <li>• Review of all support and provision offered as part Corporate Parenting in order to focus on early intervention (Laura)</li> <li>• Children in care not receiving work experience or mock interviews to be focus of this year based on research</li> </ul>				

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		<ul style="list-style-type: none"> <li>PEPs revised to build in aspirational experiences as well as quality IAG and encounters</li> </ul>				