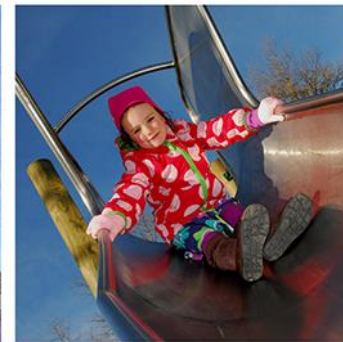


Intensive Recovery Period Post OFSTED Inspection 2019

Appendix 4(a)

Phase 2 – 8th April 2019 – 30th June 2019

Blackpool Council



12 Week Plan – Post OFSTED Inspection – Phase 2

Contents

Progress to Date	03
What has gone well?	03
What we have learned?	03
What needs further attention?	04
What are our Priorities for the coming 12 weeks?	04
Areas for Improvement – Summary of Progress	05

12 Week Plan – Post OFSTED Inspection – Phase 2

Progress to date

What has gone well?

Our workforce have been passionate and committed to the improvement journey for our children. Despite significant pressures with increased demand for assessments, focus on quality improvement and scrutiny from internal and external sources to check and recheck the safety of children supported by them, our staff and frontline managers in particular have been resilient through challenging times. We have seen high levels of engagement in communication events, and people have taken the opportunity to share their ideas and concerns through Service and Department wide events. Although we continue to experience challenges in securing quality candidates for our permanent vacancies, we have seen significant success in our recruitment programme, with 33 permanent new starters from January.

Management Capacity has been increased to support team managers in bringing staff through change and improving standards of practice and evidencing positive impact on children and families.

The partnership engagement in planning for change has been significant, with attendance at boards and events and participation in planning and resourcing of key areas of work much improved. Making a clear “ask” of our partners has been met positively at a strategic level, and we need to see this matched in the coming weeks at an operational level.

Service improvement plans have been created across social care teams which are now capturing the operational level actions that support the delivery of more strategic actions in this plan, which is now more condensed.

A significant amount of work has been done to build the frameworks needed to set the benchmark for good practice and improve the monitoring arrangements to track the impact that this has across the service on outcomes for children.

What have we learned?

Our communication needs to be clear, concise and key messages shared in a variety of formats to ensure they always reach the target audience. With managers under significant pressure, we cannot always be confident that they are able to cascade all of the information to the workforce that we intended them to share. Our communication plan will reflect this.

12 Week Plan – Post OFSTED Inspection – Phase 2

People need to know that our improvement planning is focussed. A huge amount of work was underway before, during and immediately after the OFSTED inspection which contributes to our practice being less variable, more contextual and supported by a structure and staffing profile which is robust and resilient. How we articulate to our staff and partners what needs to happen now and in the immediate future, what needs to happen in the medium term and what our longer term ambitions are and therefore where our time, attention and resources will be focussed has not always been as clear as it could be.

What needs further attention?

New management roles have been introduced and are positive for developing a robust, practice learning culture and structure, but some vacancies in social work posts have been as a result of the movement of talented staff in to these roles. We need to continue with an aggressive, rolling recruitment campaign for social workers so that we can reduce our need for agency workers and increase the stability and opportunity for practice growth within the teams.

Additional resource to support the MASH has led to more evidential decision making and the contextualisation of safeguarding has increased the number of referrals through to social care and targeted intervention services. Child Protection activity has not risen steeply in line with this, the increase work is at “child in need” level. The additional work was foreseen and additional resource agreed – but getting talented social work professionals in to these posts has been a challenge both permanently and through agencies. We need to support managers to ensure that the work is being progressed in a way which ensures that risk in terms of compliance and timescales is not translated in to risk to children because we are taking the right steps in good time to safeguard them.

In order to support the continued and necessary focus on the improvement within Social Care and protecting the capacity of the DCS and Heads of Service to plan and deliver change –

- The partnership work across the community, to engage with peer led, third sector and health provision to support families to ensure parents and carers are helped to overcome challenges to parenting capacity including mental health, domestic abuse and substance misuse will be led by Dr Arif Rajpura as the Director of Public Health.
- Work to progress the foundations of quality transition work for young people in to Adult Services and to support the effective joint work across Housing and Social Care to ensure a robust and effective offer for young people with housing needs will be led by Karen Smith, Director of Adult Social Care.

12 Week Plan – Post OFSTED Inspection – Phase 2

What are our priorities for the coming 12 weeks?

- **Making sure our staff feel safe and can support children and families.** Our actions will be about making sure we are doing all we can to attract the right candidates and keep hold of our current staff to bring caseloads down and ensure cases are allocated and children and families have a worker they can build a relationship with. Recruitment takes time, and actions will be in place to make sure our frontline managers have the support they need to manage need and feel they and their workers are valued while the process is ongoing.
- **Making the right decisions about need for children and families.** Our actions will be about embedding new ways of working in the front door and through services that ensure that responses to safeguarding concerns are timely, contextualised and where appropriate have multi agency input. We will be taking a methodical approach to ensure that while moving at pace we think through process and practice changes and make sure they do not have unintended consequences.
- **Building the right resource wherever it is needed.** Our actions will be about making sure we use our data and analysis to plan and deliver resilient services, including working with our partners to ensure that strategic engagement is translated in to the support for operational delivery and that multi-disciplinary teams are resourced to meet the needs of Blackpool’s children and families.

Deadlines for the plan are described as week 13-24

Week 13	1 th April	Week 14	8 th April	Week 15	15 th April
Week 16	22 nd April	Week 17	29 th April	Week 18	6 th May
Week 19	13 th May	Week 20	20 th May	Week 21	27 th May
Week 22	3 rd June	Week 23	10 th June	Week 24	17 th June

12 Week Plan – Post OFSTED Inspection – Phase 2

Leadership and Engagement

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
1	LA1	<p>(pt1) Develop a programme of work with first line managers and above to engage them and their teams in the development of improvement actions and the implementation of planned interventions based on learning identified via the Quality Assurance Framework (QAF).</p> <p>(pt2) Ensure there is oversight and ownership of Service Improvement Plans in each area and that actions are tracked and exceptions reported.</p>	<p>Managers at all levels of the organisation will be supported to lead their teams through a process of improving practice and learning from PIP and audit learning.</p> <p>Messages will be clearly communicated and there will be a route for managers to influence the pace and direction of change.</p> <p>Increase in % of audits evidencing good quality management oversight.</p>	Children in need of support will be timely safeguarded and their outcomes will be achieved.	<p>(pt1) Kara Haskayne – Head of Safeguarding, Quality Assurance and PSW</p> <p>(pt2) Kate Aldridge – Head of Commissioning and Corporate Delivery</p>	Week 24	<p>(pt1) Senior Quality Auditor is arranging meeting with Services (June) to ensure audit learning issues are implemented into staff IPAs.</p> <p>Stockport PiP undertook Learning Circles re: Court with managers, to inform subsequently PiP support for first line managers (Wk. of 3rd June).</p> <p>Week 19 – (pt2) a schedule has been developed to monitor progress in the service plans and these are discussed in weekly improvement monitoring meetings.</p> <p>Week 20 – Project Support Officer recruited to support tracking of service plans, expected to start late June.</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
							Week 24 – service plans are being tracked and each week a different plan brought to the weekly improvement meeting for discussion. To date the NEET plan, Education service plan, Targeted Intervention Service Plan and SQR service plan have been discussed.
2	LA2	Plan and deliver practical modelling work supported by Partners in Practice (PiP) and Research in Practice (RiP), with key front line managers to support the development and delivery of improved quality relationships with staff alongside practice improvements.	<p>Staff will be supported by competent and confident managers to identify and deliver good quality work.</p> <p>Managers will have clear and evident oversight across the work of their teams.</p> <p>Increase in % of audits evidencing 'good' quality management oversight.</p>	Children will be safer and support coordinated without drift and delay	Kara Haskayne – Head of Safeguarding, Quality Assurance and PSW	Week 24	Week 24 -

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
			Supervision Audits evidence increased % of social work staff report receiving support / challenge balanced good quality supervision.				
3	LA12	Undertake targeted recruitment campaign for qualified social workers and team managers, to stabilise the workforce and ensure caseload levels are maintained/reduced.	<ul style="list-style-type: none"> Increased % of quality audits evidence child centred social work practice informs the assessment and child's plan. 	<p>Children and families will be supported by competent and confident workforce with time to undertake direct work and manage cases well.</p> <p>Enabling relationship based social work leading to better outcomes for families.</p>	Linda Dutton – Head of HR & Workforce Development	Week 13 – 24	<p>A further 46 qualified social work posts were approved at Corporate Leadership team on 4th June 2019. As a result current figures are now as follows.</p> <p>71 posts have been filled since 1st Jan 2019 of which 37 are HCPC qualified (18 of the 37 have not yet started of which 2 are ready to start and we are waiting start dates from the service, 5 have an agreed start date, 11 are in the process of pre-employment checks).</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
							<p>There are 61 permanent qualified vacancies to fill broken down as follows:</p> <ul style="list-style-type: none"> • 2 Heads of Service • 9 Team Managers • 4 PDMs • 44 Social Workers <p>2 ASYE co-ordinators</p>
4	LA26	Heads of Service to attend multi-agency systems leadership development programme for senior strategic leaders across the partnership.	Improved leadership across the partnership will drive improvements in practice.	Children and families will receive a better service from public sector organisations	Supt. Ian Whitehead – Lancashire Constabulary	Week 21	<p>Dates are in calendars and first programme dates have taken place (from Friday 3rd May)</p> <p>Diane to attend the next session</p> <p>PIP to be sourced to deliver systemic solution focussed multi agency leadership</p>
5	LA27	Scope and plan leadership development training to leaders in Children’s Services supported by the	Increase in % of audits evidencing ‘good’ quality management oversight. Supervision Audits evidence increased % of		(Joint delivery) Diane Booth – Director of Children’s Services	Week 24	<p>Week 20:</p> <p>RIP session planned 28th June</p> <p>Appreciative Enquiry strength based event with Head of Service planned 15th July which</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
		RiP and PiP programmes of activity.	social work staff report receiving support / challenge balanced good quality supervision.		Linda Dutton – Head of HR and OWD		<p>will be followed by a further 5 Service events in October</p> <p>Diane B to trial planned 360 process ahead of further roll out</p> <p>Some Heads of Service attending System Leadership training being organised by Police</p> <p>Further Leadership development will be considered once model of practice agreed and will also support National accreditation process</p> <p>Leadership concept paper being drafted to summarise direction of travel</p> <p>Individual IPAs are addressing ind needs to include succession planning</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
6	LA28	Agree with partner organisations what “good” resourcing looks like for joint teams, document this for formal commitment and implement monitor arrangements to ensure these are delivered.	Increase in % of audits evidence effective partnership practice .	Health and police services will be responsive to the development and safeguarding needs of children and families in Blackpool and deliver/ commission strong services	(Joint Delivery) Jeanette Richards – Head of Partnerships and Improvement Moya Foster – Head of Targeted Intervention Service	Week 23	
7	LA29	Review Head of Service capacity and structure in line with the new operating model to deliver, develop and embed a social work model of practice with effective and visible leadership.		Children and Families will be supported by workers who are clear about the vision and ambitions for Blackpool and have the freedom and competence to deliver them.	Diane Booth – Director of Children’s Services	Week 17	AD post to be advertised – current additional HoS support to be retained for a further 4 months. Week 20 – Strategic Senior Head of Service post recruited to. Week 24 – AD commences in post 1 st September
8	LA30	Continue to deliver audit activity and develop the	Audit activity will be robust and will support Practice	Children in need of support will be timely safeguarded	Kara Haskayne – Head of	Week 24	Week 24 –

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
		audit programme ensuring it is responsive to areas of concern and checking impact of change, training, development etc.	Improvement across the board.	and their outcomes will be achieved.	Safeguarding, Quality Assurance and PSW		Audit programme being reviewed to ensure staff feel they are being 'worked with' Re: Cohort focused audits and Tier 2 Audit Clinic methodologies. External audit re: children subject of CP Plan being arranged to be completed by end of July '19.
9	LA31	Ensure that there is the provision of weekly focused data analysis and intelligence that identifies current and forecast demand and pressure points.		Children and families will be well supported by teams with sufficient resource to maintain caseloads at a good level and with be able to engage with their support team to deliver on their plan.	Robert Arrowsmith – Head of Performance and Systems Intelligence	Week 13 – 24	Week 24 – Focused data analysis and intelligence is provided on a weekly basis to identify current and future areas of demand and pressure. This is monitored by the Improvement Board and Council's CYP Scrutiny Committee. It has also been used to identify resource requirements and inform the development of the

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
							operating model and service structure.
10	LA32 FD5/ S10	Develop the new Model of Practice for Blackpool using the HeadStart principles of co-production with Children, families and staff.	Increased % of quality audits evidence that social work analysis informing assessments, management decisions & plans is based upon the revised Model of Practice.	Decisions made in relation to children are timely, evidence based and defensible	(Joint Delivery) Kara Haskayne – Head of Safeguarding, Quality Assurance and PSW Pauline Wigglesworth – HeadStart Programme Manager	Week 24	Week 24 11. 06.19 update – 3 Co-production meetings undertaken to date. Model of Practice proposed Principles to be confirmed 4 th meeting (17.06.19). PSW has reviewed other LAs ‘outstanding’ & ‘good’ implemented Model of Practice. Wider consultation re: proposed principles with children and families for until end of June. Action Plan date to completed Co-Production Model of Practice Principles 16.07.19.
11	LA33	Document existing and planned robust offer for young people through transition and in to	Increase in % of quality audits evidence that young people’s Plans support their transition to	Young people will be well supported through periods of transition and have a	(Pt1) Karen Smith – Director of Adult Social Care	Week 24	Awaiting date to meet to progress.

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
		<p>adulthood that promotes resilience and independence alongside appropriate support. With specific focus on -</p> <ul style="list-style-type: none"> • (Pt1) Young people with emotional health/ mental health challenges and/ or substance misuse issues and transition into adult health services. • (Pt2) Young people with housing support needs. 	adulthood re: health / education / employment / housing needs.	supported journey into services for adults.	(Pt2) Tony Morrissey – Head of Service		
12	LA34	Publish the Commissioning Strategy and use latest population and forecast data to produce updated sufficiency statement.		Placement and services choice available which meets children and young people’s needs and offers placements/services within Blackpool	Kate Aldridge – Head of Commissioning and Corporate Delivery	Week 24	<p>Post-election – draft has been circulated and comments received.</p> <p>The final version will be signed off at Executive following the summer recess.</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
13	LA 35	Develop and present to CLT a focussed 5 year Financial Sustainability Plan to ensure that improvement is sustainable over the long term and link in to Demand Management Plan to track delivery.	Impact is on sustainability of improvement journey and ensuring resource and challenge is appropriately forecast.		(Joint Delivery) Steve Thompson – Director of Resources Robert Arrowsmith – Head of Performance and Systems Intelligence	Week 23	Work has been completed with finance colleagues regarding the financial implications of the new social work model and structure. Further work will be undertaken, based on Dartington Service Design Lab modelling, combined with previous modelling work of Finance colleagues and on-going monitoring of workflow across the children’s social care system, to project the likely impact of the new model over the next 5 years on both the number of children in care and the long-term size of social work establishment required.
14	LA 36	Clarify governance arrangements between the Improvement Board and Safeguarding	Impact is organisational, clarification and focus to existing arrangements.		(Joint Delivery) Diane Booth – Director of	Week 20	Week 20 – revised terms of reference for the Board have been agreed, which will see a sharper focus on overseeing

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
		<p>Children’s Board and reflect in refreshed Terms of Reference</p> <p>Reframe the work of the Improvement Board and consider membership and terms of reference.</p>			<p>Children’s Services</p> <p>Steve Ashley and Linda Clegg (Independent Chairs)</p>		<p>delivery of the improvement plan and improvements to children’s social care and targeted intervention services. Tasks related to improving partners response to addressing need will be delegated to the BSCB Chair. A smaller membership of senior strategic leaders will make strategic decisions regarding policy, finance and resource to improve outcomes for children and young people.</p> <p>Week 24 – the first meeting of the Getting to Good Executive (IB) is 21 June 2019.</p>
15	LA 37	Discuss and agree revision of the Safeguarding Children in Blackpool document and associated guidance (including Continuum of Need) to		Right services provided to children and families at the right time.	<p>(Joint Delivery)</p> <p>Diane Booth – Director of Children’s Services</p>	Week 24	

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
		ensure that they support the strategic vision.			Steve Ashley – Chair of Safeguarding Children’s Board		

12 Week Plan – Post OFSTED Inspection – Phase 2

Workforce development

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
16	LA25/S3	<p>Develop and implement a Children’s Service Core and Mandatory Training Offer for all levels of children’s services from ASYE to Heads of Service, specific focus on understanding children’s diversity and unique identity.</p> <p>Conduct a workforce analysis to understand the skills, knowledge and capability of staff and inform a training/development plan.</p>	Ensuring that there is a link between compliance and the impact of “back to basics” on the progress of a case and the quality of practice.	Children will have their unique identity understood and respected as part of any assessment and planning activity.	<p>(Joint Delivery)</p> <p>Kara Haskayne – Head of Safeguarding, Quality Assurance & PSW</p> <p>Linda Dutton – Head of HR and OWD</p>	Week 23	<p>Week 20 – This work within safeguarding will be undertaken through the IPA system, a whole floor meeting will be held where key learning needs for the service are identified linked to the KSS feeding into the improvement plan.</p> <p>Two new AYSE & Learning Co-ordinators and PSW to review Corte & Mandatory Training Offer by end of July ‘19.</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

Help and Protection – Front Door, Access to Preventative Support & Child Exploitation, Safeguarding

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
17	FD 16	<p>Work with partners in Housing Options to Refresh the homeless protocol to ensure that the response to all young people at risk of homelessness are consistently supported well and that protocol reflects this.</p> <p>Launch refreshed protocol with Children’s Service Teams and Housing Options</p>	<p>Quality Audits evidence that assessments re: homeless young people presentations comply with the Homeless Joint Children’s Social Care & Housing Protocol and social work practice complies with the Southwark Judgement.</p>	A good consistent service in transitioning to adulthood	<p>(Joint Delivery)</p> <p>Tony Morrissey – Head of Service</p> <p>Antony Lockley – Director of Strategy and Assistant Chief Executive.</p>	Week 24	<p>Draft 16/17 refreshed homelessness protocol completed and going to CSLT on 11/03/19 for approval</p> <p>Working with Anna Whalen/MHCLG/DfE and support visit taking place on the 20/06/19 with meetings taking place with strategic leads and operational managers/staff across both Children’s Services and Housing</p>
18	FD 19	Work with public health as the commissioners of health visiting and school nursing services to explore different	Increase in % of quality audits evidence good partnership practice	Children and families will have access to impactful support at the earliest signs of need,	<p>(Joint Delivery)</p> <p>Arif Rajpura – Director of Public Health</p>	Week 24	

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
		ways of working and develop an integrated delivery model that will support families more effectively, intervene earlier and prevent escalation to statutory services		without the need for a statutory framework.	Moya Foster – Head of Targeted Intervention Service Kate Aldridge – Head of Commissioning and Corporate Delivery		
19	FD 20	Work with Adult Social Care to develop and document a way of working that supports families where a parent may have a learning disability and/or Mental Health concerns.	Increase in % of quality audits evidence good partnership practice	Families who have challenges to parenting are helped by intervention and support from adult focussed services.	(Joint Delivery) Tony Morrissey – Head of Service Karen Smith – Director of Adult Social Care	Week 21	Awaiting date to meet to progress.
20	FD 21	Explore opportunities to work with NSPCC and the University of Glasgow to develop			(Joint Delivery) Moya Foster – Head of Targeted	Week 24	No anticipated outcomes at this time – further exploration

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
		expertise in preventative intervention focussing on family and infant mental health and report options for next steps to CLT.			Intervention Service Merle Davis – Director BetterStart Louise Storey – Head of Children’s Social Care		required before potential impact can be understood.

12 Week Plan – Post OFSTED Inspection – Phase 2

Children in Care and Care Leavers

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
21	CCL 1	Co-produce, sign off and implement a Care Leaver Strategy	The ambition of the Local Authority as Corporate Parents and children who have experienced care will shape a strategy which delivers real and sustainable focussed support to achieve great outcomes.	Children will be safe and helped to access good support options for health, housing and career planning as they progress through their journey in our care and will be in control of their future.	Moya Foster – Head of Targeted Intervention Service	Week 24	Week 22 – Strategy developed with young people, signed off at Improvement Monitoring meeting, to be approved at Corporate Parent Panel on 25 June.
22	CCL 10	Undertake training and development with staff to improve the quality and understanding of rehabilitation home care plans and regulations Ensure these are quality assured by both managers and	Increase in number and quality of rehabilitation home plans informed by going home tool. Better placement stability. Reduction in issue resolution for home placement agreements. Use of going home tool.	To ensure that reunification plans for families are appropriately identified and supported so they are sustainable	(Joint Delivery) Louise Storey – Head of Children’s Social Care Kara Haskayne – Head of Safeguarding, QA & PSW	Week 24	Going Home and tracking to be taken forward in new service level plans in Safeguarding and Permanence Workshops to be undertaken with staff around the Dartington tool led by PDM permanence.

12 Week Plan – Post OFSTED Inspection – Phase 2

No	ID	Action	Anticipated Impact on the Quality of Practice	Outcome for Children and Families	Accountable Person	Deadline	Summary update
		<p>Independent Reviewing Officers</p> <p>Implement the going home tool across the teams and utilise the modelling tool to explore the impact of proposed change.</p>					<p>This is being implemented within the permanence teams and used to identify rehabilitation home plans. This will extend to safeguarding who can use in proceedings and in relation to section 20.</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

Governance

Every week heads of service will provide updates on their areas of responsibility due in week, which will be submitted to the Children’s Services Management Team on a Wednesday morning. At this time they will be subject to scrutiny and peer review before being submitted to the weekly update meeting with the Chief executive on a Thursday. These meetings will be used to demonstrate the pace and impact of change, and to highlight any areas which require corporate attention to “unblock” to maintain the pace and qualitative outcomes of change. Evidence will be required to show actions and complete, and impact measures will be tracked throughout the life of the plan and beyond.

12 Week Plan – Post OFSTED Inspection – Phase 2

Appendix 1

OFSTED Area for Improvement	Planned response summary	Progress to date
<p>1 – The identification of and response to risk, particularly in relation to long-standing concerns of chronic neglect</p>	<p>Blackpool Safeguarding Children’s Board (BSCB) will lead the partnership to revise the Neglect Strategy. As part of this work, there will be a formal partnership reflection as to why the previous Neglect Strategy was ineffective in delivering change, and inform a Partnership Implementation Plan to ensure these issues are addressed and that the impact of the refreshed Strategy is effectively quantitatively and qualitatively monitored.</p> <p>Challenge and exploration of the Neglect Strategy for Blackpool and its implementation will be undertaken with strategic partners at a BSCB Neglect Conference in March 2019.</p> <p>A new Neglect Response Strategy will be developed and implemented across Children’s Services and partner agencies, alongside a clear and concise BSCB Contextual Safeguarding Protocol and Partnership Pathway.</p> <p>The Quality Assurance Framework will be reviewed to analyse the quality of practice in terms of analysis of accumulative risk and whether assessments and children’s plans are informed by an understanding of the child’s daily lived experience. Monthly Quality Assurance Reports to the DCS will monitor a trajectory of practice improvement.</p>	<p>The BSCB have met and are looking at a strategy refresh and implementation plan. This meeting included a reflection on what has not worked to ensure that the strategy is visible and making a difference across Blackpool. The event was attended by 50 practitioners from different organisations across the partnership. A plan has been developed to take the identified issues and opportunities forward including the development of the new Neglect Strategy – this action will be part of the BSCB plan and tracked through the board. This work will inform the Children’s Services Neglect Response Strategy which will be co-produced with practitioners and young people.</p> <p>The Quality Assurance Framework has been reviewed and revised to ensure that the analysis of accumulated risk, and its influence of assessments and plans, is scrutinised and learning embedded.</p> <p>Audit reports are tracking practice improvement, reported to the DCS and through Performance Improvement Meetings (PIMS) and regular reports to the board.</p>
<p>2 – The response and recording of decisions in</p>	<p>A specialist social work team, which has evidence based swift practice improvement impact in other local authority areas with</p>	<p>“Skylakes” have been working at the front door supporting the MASH process since February 2019. We have seen an increase in</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

OFSTED Area for Improvement	Planned response summary	Progress to date
<p>relation to contacts, thresholds and issues of consent at the front door to be clear and proportionate.</p>	<p>regard to the application of thresholds and decision making at the front door will commence at the beginning of February 2019 to support rapid improvement in this key area – equipping the team who are delivering the Multi Agency Triage Hub (MATH) and Assessment and Planning Team (APT) with the time, skills and support to a planned and informed transition to a new way of working, learning from best practice.</p> <p>Enhanced and focussed Independent Quality Audit will be undertaken of the application of thresholds and use of historical information to inform accumulative risk assessment at the front door and throughout the journey of the child.</p>	<p>referrals in to Children’s Social Care, but not an increase in Child Protection activity. Referrals have been well researched, contextualised and directed through the MASH process through for assessment with social care or early help as appropriate.</p> <p>Despite additional resource within the service, the scale of work being progressed has impacted on timescales because it is taking time to fill, even with agency cover, the vacant posts which will support the Assessment and Planning team to ensure that assessments completed are timely and of good quality with clear outcomes. Embedding and ensuring this resource is effective will form part of the next twelve week plan.</p> <p>Monitoring the evidence of clarity and proportionality in front door decisions forms part of the audit plan and independent auditing has taken place.</p> <p>Ensuring that there is clear and transparent change management from the Council across the managed service (Skylakes) and the staff team is a key priority for the coming weeks as the emerging “new model” for MASH is agreed across the partnership and key decisions on next steps are made.</p>
<p>3 – The quality of social work assessments and plans and the extent to which they reflect the child’s history.</p>	<p>The development and implementation of revised Practice Standards and Practice Guidance, together with the delivery of focussed supervision, management oversight and support to ensure that contextual history is well recorded and analysed to support the effective assessment of need and inform quality plans with clear outcomes. The audit framework will ensure that this</p>	<p>The Ten Domains of Effective Practice have been shared with the workforce and form the backbone of the quality assurance framework – building clarity and confidence across the workforce on “what good looks like”. New practice standards were launched with the workforce on World Social Work day.</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

OFSTED Area for Improvement	Planned response summary	Progress to date
	<p>work has a real and measurable impact on the quality of work recorded across the service.</p>	<p>Supervision is being monitored and there has been a supervision audit, but it is the case that capacity, for both supervisor and supervisee, is a challenge. Managers have engaged well in the exploring how management oversight needs to be reflected in case files, but again, pressure and prioritisation poses a risk to seeing this embedded consistently and sustainably.</p> <p>A weekly audit clinic has been introduced for managers, which supports the completion and moderation of their two audits – as well as helping to explore methods to share learning and themes to develop practice across the service. Tier two audits have been temporarily suspended in areas where the priority is supporting safe working practices.</p> <p>Additional resource has been approved and 33 new appointments have been made in January, February and March, 20 of which are qualified social workers. There is a marketing strategy and recruitment plan underway which is targeting key groups with messages about the benefits of working in Blackpool, and significant work is in progress to support the existing workforce through a time of stress, pressure and change. Managed teams are being sourced to support the areas where recruitment has proved to be the biggest challenge.</p>
<p>4 – The response to children at risk of exploitation, and those young people who are homeless, and the extent to which their vulnerabilities are</p>	<p>The implementation of a BSCB Contextual Safeguarding Protocol and Partnership Pathway, together with a review of the Awaken Service, will ensure robust Screening, Assessment, Multi Agency Safety Planning and collaborative interventions, in line with the Child Exploitation Strategy priorities; Profile, Prevent, Protect and</p>	<p>A new exploitation pathway has been launched at a well-attended (200+) multi agency event opened by the Police and Crime Commissioner and Blackpool’s Principle Social Worker. The pathway was coproduced with the Police and reflects an inclusive approach to all forms of exploitation and the event launched a</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

OFSTED Area for Improvement	Planned response summary	Progress to date
<p>fully recognised and lead to responsive intervention to keep them safe</p>	<p>Pursue, to safeguard children and young people from exploitation, whilst robustly investigating and seeking to prosecute those who have exploited and abused children in Blackpool.</p> <p>Blackpool will work collaboratively with other police forces across the North West Region, via the Regional Organised Crime Unit, seeking to disrupt County Lines and identify and protect children who are being criminally exploited across our geographical borders at the earliest opportunity.</p> <p>A revised BSCB Missing Children Partnership Protocol will ensure that all missing children are timely offered good quality Return Interviews, which inform appropriate Safety Plans.</p> <p>Robust data analysis regarding Child Exploitation and Missing Children, including analysis of return interviews, will be reported to senior managers and elected members, ensuring they have an effective oversight and understanding of the local problem profile for the area, enabling the prioritisation of action and resource. The needs of vulnerable young people will inform the Commissioning Strategy, to ensure prevention interventions and specialist therapeutic services are available to those at risk of and those who have been a victim of exploitation.</p> <p>The review of the support for young people who are at risk of, or who are homeless, will ensure that there are a range of services and support options available to protect them from harm, improve their outcomes and ensure smooth transitions to adulthood.</p>	<p>number of new ways for children and young people to raise concerns about their own, and peer safety.</p> <p>Work is underway to ensure the missing from home reporting and tracking pathway is robust, and that the partnership have a clear approach to assessing and addressing need. Funding is being explored with the Police for a 24/7 service to conduct missing from home interviews – maximising the opportunity to establish how children can be kept safe.</p> <p>Relationships with Housing Options are being strengthened to review pathways and ensure that robust joint assessments take place to prevent and address the impact of homelessness on children and young people and that they are able to access a range of options that keep them safe.</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

OFSTED Area for Improvement	Planned response summary	Progress to date
<p>5 – The effectiveness of strategic partnerships to work together to improve outcomes and protect children.</p>	<p>A new Head of Service for Partnerships and Improvement will be recruited to focus on building the relationships needed to ensure that there is consistent, effective challenge and engagement with key partners to improve relationships and drive long term change.</p> <p>Urgent work will take place with both the Blackpool Safeguarding Children’s Board and Children’s Improvement Board to secure strategic partnership commitment to lead strategic partnership collaboration and change within their own organisations, to improve children’s outcomes on a sustainable basis and facilitate smooth transitions to adulthood.</p>	<p>The Head of Service for Partnerships and Improvement commences with Blackpool on the 8th April, and it has been agreed that their first focus will be on the front door – ensuring that the Multi Agency Safeguarding Hub is working well protecting children and that the partnership is resourcing it appropriately to meet demand.</p> <p>The BSIB and Children’s Improvement Board have seen commitments made by partner organisations, and our next steps are to clearly articulate what we need on a practical and operational level from them, and to ensure that this is delivered.</p>
<p>6 – Oversight of pre-proceedings work and placement-with-parent practice to address drift and delay.</p>	<p>Additional resource will be deployed to support robust early permanence tracking and ensure good quality and effective management oversight of social work practice. A review of the IRO service, together with a review of the IRO Formal Escalation Procedure will be undertaken, to strengthen and improve the quality of Child Protection Chair and IRO quality assurance. These measures will ensure effective and timely oversight of all children’s plans, seeking to achieve permanence for all children at the earliest opportunity, without children experiencing any drift or delay.</p> <p>Clear Practice Standards, Procedures and Practice Guidance will be informed by learning from Quality Audit findings and will be timely, clearly and effectively communicated to all staff.</p>	<p>New permanence tracking post has been recruited to and is now in place. The IRO service has been reviewed and a new structure proposed, with a clear focus on making sure plans and assessments are right for children.</p> <p>Recruitment in to the new structure will take time, and this will mean that the anticipated impact will not be immediate.</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

OFSTED Area for Improvement	Planned response summary	Progress to date
<p>7 – The quality of decision-making, management oversight and recording of threshold decisions when children come into care.</p>	<p>Supporting tools and principles to be developed and implemented to ensure that there is consistent quality in the depth, quality and contextual analysis of cases presented to the Becoming Looked After Panel, with a robust recording and monitoring process to support oversight and rationale of decisions. The audit framework will ensure that this work has a real and measurable impact on the quality of work recorded across the service.</p>	<p>The Becoming Looked After Panel has been overhauled, and we are seeing results with more robust management oversight and contextual decision making being presented to panel for ratification.</p> <p>The audit plan will revisit the process regularly to ensure that the anticipated improvements are sustained that have a positive impact on children entering, or at risk of entering, care.</p>
<p>8 – Training needs of social workers to ensure that they are prepared for court proceedings.</p>	<p>Develop and launch a Mandatory Core Training Offer for each level of Children’s Social Care staff, from ASYE to Head of Service roles.</p> <p>Undertake analysis of % mandatory attendance regarding Core Mandatory Training Offer. Specific work will be undertaken to ensure training includes, as a priority, diversity, difference and identify. Ensure all Social Workers have attended Court Proceedings Training.</p> <p>Evaluation impact of training on the confidence and quality of work presented at Court via a focused quality audit of documents provided to Court Proceedings.</p>	<p>The core offer has been developed and has been shared with staff across social care.</p> <p>Given the pressures on staff and managers, the work to determine gaps and addressing these with training to upskill workers needs to be well planned, ensuring that there is paced, and prioritised development controlled by managers who can ensure that workloads are manageable alongside learning opportunities.</p>
<p>9 – The quality and impact of personal education plans for children in care, and the extent to which they are effectively supported at all key stages.</p>	<p>Focussed, resourced activity will take place to ensure that PEPs are in place, up to date and effectively monitored for quality and impact on children’s educational outcomes across the service over the next 12 weeks.</p>	<p>The completion rate for PEPs has improved and this trajectory is being monitored. An HMI auditor has reviewed the new ePEP approach and found that the work underway to improve the quality and impact of PEPs was positive, they are returning to undertake further work with the team in April to ensure the</p>

12 Week Plan – Post OFSTED Inspection – Phase 2

OFSTED Area for Improvement	Planned response summary	Progress to date
		improvements are embedded and sustained – and achieving positive outcomes for children.
10 – A clearer and more consistent approach to agency decision-maker processes for approval and matching of foster carers and adopters.	New guidance and processes to be developed and implemented within the Fostering and Adoption Services, to ensure approval and matching processes are consistently clear and well recorded.	The new ADM has been supported to develop in their role and guidance and processes have been reviewed and revised in Fostering and Adoption. There has been progress in developing the regional adoption agency which also impacts positively on joint fostering relationships and these will be implemented by August 2019.
11 – The strategic and coordinated approach to providing support for care leavers to improve their outcomes, including in education, employment and training.	Work will be done with the Blackpool Young People’s Service to ensure that children in care are linked to a Personal Adviser early in their transition journey, to support them in experiencing smooth transitions to adulthood and independence, promoting engagement and proactive relationship building. Work across the partnership to improve outcomes and access to development opportunities. The audit framework will ensure that this work has a real and measurable impact on the quality of work recorded across the service.	Personal Advisers are being allocated before the age of 16, and the new Care Leaver Offer has been launched. The strategy is being co-produced with young people. We have seen some great engagement from partners to ensure that care leavers get a good range of opportunities for employment and positive housing choices.
12 – The quality and impact of audit and performance management.	A reviewed Quality Audit and Performance Management Framework will be implemented, to ensure a whole system approach to Quality Assurance, on an individual, team and service level. Highly effective quality assurance arrangements will drive continuous practice improvement, focusing on whether child	The foundations are in place, with documents, processes and support articulated to drive practice improvement across the service and to develop a culture of continuous learning and improvement. Reporting, analysis and oversight arrangements are in place, and there is visibility of practice standards at every level.

12 Week Plan – Post OFSTED Inspection – Phase 2

OFSTED Area for Improvement	Planned response summary	Progress to date
	<p>centred social work practice is timely and effectively improving children’s outcomes against ‘10 domains of effective practice’.</p> <p>Regular reporting to the DCS, Chief Executive, Elected Member, Lead Member and Improvement Board will provide a golden thread insight to the quality of frontline practices and inform an accurate self-evaluation.</p> <p>Establish a baseline of current practice quality against the ‘10 domains of effective practice’. Establish audit quality improvement targets and measure practice quality improvement within revised Improvement Board Performance Dashboard and Quality Audit Findings Monthly Reports.</p>	<p>Practice standards remain too variable, and the need to lower caseloads in order to free up the time to do the work and develop practice is a key priority for the coming plan period.</p>