

Coventry Children's Services

Areas for Development Action Plan

Ofsted Inspection 13 June – 1 July 2022

November 2022



The Children's Services Development Plan focuses on the areas of development identified in the Ofsted Inspection of Children's Services held on 13 June – 1 July 2022. The actions are divided into three sections: Children who need help and protection; Children looked after and achieving permanence; Leadership, management, and governance. The delivery lead will be responsible for driving the completion of the action (in conjunction with relevant colleagues and partners).

No.	Actions	By When	Delivery Lead	Performance measure	How will we know it's working well for children?
Children who need Help and Protection					
<u>1.0 Ofsted Recommendation - Area for Development:</u>					
The focus on children's views and carers' capacity to meet children's needs in private fostering arrangements					
1.1	Implement the Children's Services Private Fostering Action Plan. (This was shared with Ofsted inspectors during the inspection).	April 2023	Strategic Lead, Help and Protection	QA activity and dip sampling as part of Children's Services QA Schedule 2022/2023.	Children who are privately fostered will be responded to effectively in a timely manner. The welfare of children privately fostered will be safeguarded and promoted. Children who are privately fostered have access to advocacy.
1.2	Develop and implement a proposal to introduce a lead IRO role for children who are privately fostered. To provide	Proposal by December 2022. All children who are privately	Operational Lead QA & Service Manager for IROs	Protocol in place to ensure standardised Reviews around quality of care for children in	Children who are privately fostered will be providing regular views and feedback regarding their care arrangements.

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	<p>independent quality assurance around their care arrangements, the ability of their carers to meet their holistic needs, and to ensure that their voices and wishes are heard and considered.</p>	<p>fostered to have been visited and to have had their care arrangements reviewed by an IRO by end of January 2023 (based on 6 privately fostered children as at 13/10/22)</p>		<p>private fostering arrangements and to capture their views.</p> <p>QA activity/dashboard reporting/IRO manager oversight shows that:</p> <p>All privately fostered children will have received their first visit from an IRO in agreed timescale.</p> <p>All privately fostered children's care arrangements will have been subject to an agreed IRO review process, and there are records of this in an agreed standardised format.</p> <p>All privately fostered children have a clear channel for sharing their views and to know how these will be responded to via existing systems in place, such as the Mind of My Own app.</p> <p>Management Alert system used by lead IRO for private fostering, to raise concerns to</p>	<p>There is evidence that privately fostered children have access to advocacy.</p> <p>Views being shared by privately fostered children will indicate that they feel happy and safe within their care arrangements.</p> <p>Evidence that where children have shared concerns, these have been robustly addressed and resolved without delays.</p> <p>Reviews completed by IROs, in relation to care arrangements for privately fostered children, using a standardised review tool and methodology.</p> <p>Evidence on children's records showing that carers are consistently able to meet the needs of the children in their care.</p> <p>Concerns raised by IROs in relation to privately fostered children have led to swift resolutions and improved outcomes for children.</p>

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				the appropriate level of CS management, and to capture timeliness, robustness, and impact of resolutions,	Children in private fostering arrangements are loved and cared for. They are engaged in appropriate education or training, have their physical and emotional health needs met (including in relation to being able to form a positive sense of identity and belonging), and are being consistently supported to meet their full potential.
<p><u>2.0 Ofsted Recommendation - Area for Development:</u></p> <p>The response to children aged 16 and 17 who are homeless</p>					
2.1	Undertake Quality Assurance activity reviewing the response and practice for 16/17-year-olds presenting as homeless.	QA activity scheduled for November 2022 . Practice evaluations completed November-July 2023	Operational Lead QA & QA Service Manager	Dip sample as part of CS QA Schedule 2022/2023.	Quality Assurance findings will show that children aged 16 and 17 years who are homeless receive a consistent service with a timely response, including the completion of a thorough assessment that considers the wider needs of the child as well as their housing needs. Young people are not left living in uncertain, unstable, and unsatisfactory circumstances. All 16-17 children who are homeless will have a safe and

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		Demonstrate Impact November 2023			stable home where they feel settled. All young people are provided with clear guidance about all their rights and entitlements when they present as homeless and can make informed choices.
2.2	Develop a Youth Hub (a one stop shop) in Coventry for young people who are homeless to access services, providing a welcoming, safe, accessible environment to access practical support, as well as information, advice, and guidance.	April 2023- project go live date	Strategic Lead – Looked After Children (Practice) and Head of Housing & Homelessness	The percentage of young people who present as homeless who have joint assessment undertaken.	All 16- and 17-year old's who present as homeless will have a joint assessment undertaken and be provided with appropriate accommodation in line with their assessment.
2.3	Agree who will be responsible for 16–17-year-old homelessness assessments to align with the launch of youth hub.	April 2023	Strategic Leads for Looked After Children (Practice) and Strategic Lead, Help and Protection	The percentage of young people who present as homeless and who have a joint assessment undertaken.	Young people have appropriate support and accommodation. All young people receive consistent service.

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2.4	Review and refresh procedures regarding <i>Prevention of Homelessness and Provision of Accommodation for 16- and 17-Year-Old Young People who may be homeless and/or Require Accommodation</i> - additional guidance to be provided and shared with relevant teams. (flowchart)	April 2023	Strategic Leads for Looked After Children Principal Social Worker	The percentage of young people who present as homeless and who have a joint assessment undertaken.	Dip sample of Young People who present as homeless at 3 months & 6 months following implementation: against updated procedures to be followed.
2.5	Strengthen further the performance data for all young people who present as homeless.	June 2023	Insight Manager	Number of homeless 16-17 presenting as homeless.	Young people have appropriate support and accommodation.
Children looked after and achieving permanence					
<u>3.0 Ofsted Recommendation – Area for Development</u>					
<i>The mental health and emotional well-being provision for care leavers</i>					
3.1	Deliver a review of the LAC CAMHS service, with a plan to recommission the service by April 2023.	Review complete by December 2022 Service recommissioned by April 2023	Strategic Lead Quality Assurance	LAC (including Care Leavers) CAHMS service is operational.	Extensive engagement to inform redesign of service, including with service users. Children and young people get the right support at the right time when they need it.

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					<p>Your life Beyond Care survey to ask about user satisfaction when operational.</p> <p>KPI data from service and case studies.</p> <p>Impact on improving Placement stability.</p> <p>Professional satisfaction and feedback.</p>
3.2	<p>Agree funding, pathway, and model for delivery by the Integrated Care Board for 18-25 care leavers.</p> <p>Commission tier 3 LAC CAMHS service to ensure this is available to 18–25-year-old care leavers.</p>	April 2023	Strategic Lead Quality Assurance	Deliver the 18-25 service offer ensuring care leavers are prioritized for support.	<p>Children and young people get the right support at the right time when they need it.</p> <p>KPI data from service and case studies.</p> <p>Feedback from Care Leavers via Your life Beyond Care survey to ask about user satisfaction.</p> <p>Professional satisfaction and feedback.</p>

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3.3	Re-commission Tier 2 Emotional Well-being and Mental Health Support service up to 25-year-old care leavers.	<p>December 22 – Go live date</p> <p>March 23 – full-service offer will be available</p>	Strategic Lead Quality Assurance	New Tier 2 service operational.	<p>Emotional well-being services work effectively across the system so children and young people get referred to the right service that can support them.</p> <p>KPI data on children and young people and case studies.</p> <p>Overarching outcome to reduce the number of children and young people requiring tier 3 or 4 CAMHS intervention.</p> <p>Feedback from Care Leavers via Your life Beyond Care survey to ask about user satisfaction.</p> <p>Feedback from children and families via survey to ask about user satisfaction.</p>
3.4	Undertake a pilot for 'Ask Jan membership' (a 24/7 telephone counselling and support service for care leavers) with a cohort of care leavers and evaluate to	November 2022	Operational Lead Through Care	All care leavers have access to emotional well-being and mental health support when they need it.	Feedback from care leavers.

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	assess impact and effectiveness.			Feedback from "Your life beyond care" survey of care leavers.	
3.5	To ensure all Personal Advisers are trained in mental health first aid.	April 2023	Operational Lead Through Care	Percentage completion rate.	Care leavers having support from Personal Advisers when they need it.
3.6	Deliver a <i>best-in-class</i> Care Leavers Offer.	April 2023	Strategic Lead, Looked After Children (Practice) Operational Lead Through Care	All care leavers have access to Care leavers offer.	Feedback from care leavers. Benchmarked against other care leaver offers.
Leadership, Management and Governance					
4.0 Ofsted Recommendation – Area for Development:					
The quality of team managers' supervision provided to social workers.					
4.1	Undertake Quality Assurance activity reviewing the quality of supervision by team managers.	QA activity scheduled for November 2022 and follow up in February 2023.	Operational Lead QA & QA Service Manager	Dip Sampling and Practice Observation as part of CS QA schedule 2022/2023. The QA activity in November 2022 will evaluate the current position and provide a benchmark with recommendations made which will be revisited and progress made evaluated in the February 2023 QA activity.	Quality Assurance activity findings will evaluate the extent of social workers receiving regular supervision with their team managers. Management supervision will be consistent in quality, taking place regularly and show impact for

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					<p>children - this will be reflected on the case file in supervision records.</p> <p>This will be both reflective and task setting, with SMART targets directly linking to the difference made for the child/family.</p> <p>Children will have a plan that progress, and supervision will reflect on the effectiveness of practice in terms of outcomes as well as considering children and families views.</p> <p>Supervision records will detail and set out future actions and the timescales for the social workers to progress, so drift and delay does not occur.</p>
4.2	<p>Deliver to Team Managers a range of leadership programmes on offer:</p> <ul style="list-style-type: none"> • Frontline Pathways program • Black and Asian Leadership Initiative 	December 2023	Principal Social Worker	<p>Percentage of team managers accessing a development course related to leadership and management:</p> <p>60% of Team Managers by January 2023</p>	Managers are able to develop their staffs practice and capabilities through good leadership and management.

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	<p>(BALI) by The Staff college</p> <ul style="list-style-type: none"> • Women in Leadership program by The Staff college • Developing effective leadership skills by Research in Practice 			<p>80% of Team Managers by December 23</p> <p>95% of Team Managers by December 24</p>	
4.3	Engage team managers in considering good practice examples of supervision records.	<p>December 2022</p> <p>February 2023</p>	Principal Social Worker	<p>The Quality assurance activity in November 2022 will evaluate the current position and provide a benchmark with recommendations made.</p> <p>This will then be revisited as part of QA activity in February 2023.</p>	<p>Managers have a benchmark of good supervision records which evidence:</p> <ul style="list-style-type: none"> -decisions for children -reflective practice discussions -Tasks and actions -Challenge drift and delay <p>Management supervision will be consistent in quality, taking place regularly and show impact for children - this will be reflected on the case file in supervision records.</p>
4.4	Embed recording guidance relating to supervision and management oversight which enables managers to capture reflective supervision in recording and	April 2023	Principal Social Worker	Agreed guidance which enables recording of supervision, which is flexible to enable autonomy within service areas, and supports	Guidance in respect of recording supervision which supports managers to capture and record supervision discussions, and decision making on children's files

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	<p>drive progress in children's plans through supervision.</p> <p>(This guidance to be in line with the "method and mindset" model of supervision in line with Coventry Family Valued)</p>		Coventry Family Valued Programme Manager	best practice in decision making for children	which reflect children's journeys accurately.
4.5	<p>Deliver the "method and mindset" model of supervision, under Coventry Family valued with operational leads, creating a sustainable culture of practice leadership around supervision in line with Coventry Family Valued.</p>	February 2023	<p>Principal Social Worker</p> <p>Coventry Family Valued Programme Manager</p>	<p>Each operational lead has created a periodic space to undertake the session with team managers</p> <p>Each operational lead has created a periodic peer space for team managers to undertake the sessions (minimum of bi-monthly)</p>	<p>QA activity demonstrates improvements in supervision recordings, capturing reflective discussions, challenging drift through a review of actions, and clearly recorded decision making on children's files which reflect children's journeys accurately.</p>
4.6	<p>Evaluate the sustainability of the supervision "method and mindset" plan in line with Coventry Family Valued.</p>	July 2023	<p>Principal Social Worker</p> <p>Coventry Family Valued Programme manager</p>	<p>Team Managers report that supervision is taking place regularly</p> <p>Team Managers develop their supervision recording for children</p> <p>Management supervision will be consistent in quality, taking place regularly and show</p>	<p>Management supervision will be consistent in quality, taking place regularly and show impact for children - this will be reflected on the case file in supervision records. Tested in quality assurance activity.</p>

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				impact for children - this will be reflected on the case file in supervision records. Tested in quality assurance activity.	