

No	Recommendation	Actions	Timescale	Desired Outcomes	Lead	Cost Implications
1	Improve social work practice and management oversight of CYPIC to ensure assessments are up to date, plans specific and achievable and include timescales and contingencies.	a) Recruit agency ATM to backfill, ensuring CYPIC and Extra Mile have full management	Aug-16	Sufficient management capacity to provide appropriate level of management oversight.	SH	Agency ATM x 6 months £28,000
		b) Recruit to vacant Strategic Lead (Placement Services) post.	Dec-16			
		c) Recruit additional SW to support programme of updating assessments	Aug-16			Agency SW x 6 months £24,000
		d) Identify all CYPIC whose assessments are more than 18 months old and implement plan to update all by April 2017.	Jul-16	All CYPIC will have an assessment no more than a year old by April 2017.		
		e) Annex A list 8 to be upgraded so that includes date of last assessment.	Sep-16			
		f) IRO's to ensure during LAC reviews that all CYPIC have assessments which are current	Immediate / Ongoing			
		g) Update procedures and guidance to ensure that expectations of assessments and plans for long term CYPIC are understood. 'Roll out' practice guidance at EMM.	Sep-16	As a matter of policy and usual practice no CYPIC will have an assessment more than a year old and care plans will reflect the identified needs.		
		h) Update transfer procedures to ensure no case transfers to CYPIC without a current assessment and updated chronology. Launch at EMM.	Sep-16	Compliance with policy can be monitored by PMM		
		i) DL to deliver SMART planning training to Social Workers and PA's.	Jun-16	Improvement in the quality of care plans and pathway plans for CYPIC.		
		j) DL to undertake SMART planning training with IRO's.	Sep-16			

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		k) Bespoke audit tool to be developed to audit quality of plans.	Dec-16		DL / MP	
		l) Themed case file audit of Quality of care plans to be undertaken 6 months after training.	Apr-17	Evidence of improved quality provided to PMM April 17.		

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2	The CPB should effectively challenge weaker outcomes for C&YP looked after and care leavers, setting ambitious targets to ensure outcomes for children and young people improve.	a) Progress against Ofsted improvement plan to be a standing item on CPB agenda.	Sep-16	CPB scrutinise and challenge progress against Ofsted Improvement plan and assist in removal of barriers.	Cllr Parnell	
		b) CYPiC Education to be a standing item on CPB agenda . Clear Education objectives to be set collaboratively between the Corporate Parenting board and the Virtual school to ensure effective challenge ,improving outcomes and improved life chances.	Sep-16	CPB drives up educational achievements of CYPiC and improve EET opportunities for Care Leavers.		
		c) Training/development programme for CPB members (elected members and officers) to support challenge function.	Programme during 2016 - 2017			
		d) Care Leaver issues to be a standing item on CPB agenda to ensure that the weaker outcomes for this group are appropriately challenged and escalated.	Sep-16			
		e) Support to be provided to ensure members of Care Leavers Forum regularly attend CPB and represent the views of Care Leavers at CPB.	Immediate / Ongoing			

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3	Ensure that all C&YP looked after and care leavers are supported to sustain education, employment or training. This should be assisted by post-16 PEPS and pathway plans being clear, relevant and prioritising important issues.	a) Service reconfiguration – moving from CYPIC and Extra Mile Teams to Through Care (14+) and Permanency Teams.	Oct-16	New model will reduce changes of social worker and better support the most vulnerable cohort of CYPIC and Care Leavers.	SH / DL	
		b) New Kershaw Centre to be developed to provide facilities for direct work and to become a central multi-agency hub for care leavers with extended opening hrs.	Oct-16	Development of a single point of contact/multi-agency hub for care leavers, with flexible hrs of access will improve the opportunities to engage the most vulnerable and hard to reach cohort.		
		c) Development of a sustainable Bury 'trainee and apprenticeship strategy' - to include ring fenced care leaver apprenticeships within the LA	Oct-16	Sustainable increase in the numbers of care leavers in employment of training. Care Leavers are recognised by the Council and partners as a priority group.		
		d) Develop and deliver updated training package for foster carers and other professionals on 'preparing young people for adult life'.	Dec-16			
		e) Improve joint working with DWP, identify direct support to reduce use of sanctions and gain agreement on early claim applications.	Jul-16			
		f) All SW's and PA's in CYPIC and Extra Mile to be trained in SMART needs assessment and SMART planning.	Sep-16	Improved quality of needs assessment and plans and consistency in expectations of quality across field work service and IRO's.		
		g) SMART planning for CYPIC and Care leavers training to be delivered to IRO's.	Sep-16	Ability to undertake themed audit of quality of assessments, care plans, pathway plans for CYPIC and Care Leavers against agreed set of standards 6 months after training.		

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		h) Bespoke audit tool to be developed to audit quality of plans and pathway plans.	Dec-16			
		i) Develop Connexions offer to CYPIC and Care Leavers.	Oct-16			
		j) Post 16 PEPs will continue to be developed to reflect the full range of options open to school leavers and provide for close scrutiny of progress markers.	Ongoing	Improved quality and relevance of post 16 PEPS contributes to improved outcomes for care leavers.	MH / VSH	

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4	Review the suitability and outcomes for 16 – 18 yr olds who are living in semi-independent and supported accommodation and ensure best use is made of this provision	a) The LA will undertake an accommodation sufficiency review having recognised the need to increase the range of accommodation options available to care leavers locally. Particular attention will be given to increasing the availability of supported lodgings provision.	Apr-17	Increase in availability of affordable, suitable accommodation for care leavers Increased availability and range of supported accommodation and semi-independent accommodation for care leavers Robust process of ensuring accommodation is consistent with needs of individual care leavers.	SH / BJ / DL / ML	
		b) PA's will undertake Schedule 2 assessments when supporting care leavers to visit new accommodation prior to the signing of the individual tenancy agreement, providing advice, guidance and ensuring suitability.	Sep-16	More influence on the cost and quality of accommodation in this unregulated market – driving quality up and costs down.		
		c) A review of the suitability and outcomes for care leavers in semi-independent accommodation to inform future practice – this will be undertaken with the commissioning team.	Oct-16			

No	Recommendation	Actions	Timescale	Desired Outcomes	Lead	Cost Implications
5	Ensure that C&YP who have a disability and their families receive a timely and responsive service that fully meets their needs and is supported by thorough and up to date assessments and plans.	a) Recruitment of 2 temporary SW.	Jul-16	Reduced caseloads of CwD social workers enabling updating of all out of date assessments and plans and providing sufficient capacity to support the case review process.	KW / JG / ML	2 Agency SW's x 6 mo. £48,000
		b) Development of a plan to ensure that all assessments and care plans that have not been updated in the last year are updated by January 2017.	Jan-17			
		c) All C&YP with disabilities who have previously been subject of bi-annual or annual SW visits will be subject of a case review by the CwD and Safeguarding management team. Only those children whose needs are at L4 and 5 on the CoNR will remain open to the CwD social work team.	Sep-16	Sustainable reduction of social work caseloads to ensure a timely and responsive service which fully meets the needs of those CwD and their families who require a social work service – including annual updating of assessments and care plans.		
		d) A plan to 'step-down' all L3 cases to CAF or Early Help will be developed, implemented and completed by April 2017.	Apr-17			
		e) The role of the non qualified staff in the CwD social work service will be reviewed with a view to establishing a systematic relationship and interface between the CAF, Early Help and social work services.	Apr-17			
		f) There will be a review of the Direct Resource Meeting (DRM) - to establish a system of review and financial management and oversight of packages of care for the CwD who will not in the future receive their service from the	Apr-17	Systematic oversight of quality, cost and appropriateness against assessed need of packages of care to all CwD whether in receipt of a social work service or not.		

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		<p>future receive their service from the social work team. This review will be undertaken with the support of the change manager and commissioning team.</p>		<p>Systematic oversight of quality of residential provision - and that it complies with legislation and matches need.</p>		
		<p>g) Consideration will be given to the provision of independent oversight of care plans for children in receipt of overnight breaks</p>	<p>Apr-17</p>			
		<p>h) Policies, procedures and practice guidance will be developed to reflect the service developments and changes in expectations and launched through CTB and LSCB.</p>	<p>Apr-17</p>	<p>Systematic oversight of quality of residential provision - and that it complies with legislation and matches need.</p>		

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6	IRO's should improve their scrutiny of the progress made by C&YP looked after and care leavers to check that progress against plans is proceeding as it should, in particular those at KS2 and at KS4 where results require improvement	a) Separate out the IRO function from CP conference chair function.	Oct-16	Improve the quality of oversight, scrutiny and challenge by IRO's in respect of the progress of CYPIC.	MP	
		b) IRO's to introduce mid point discussions with CYPIC and social worker between statutory reviews.	Jun-16	Provide independent oversight of pathway plans of care leavers 18 -21 yrs.		
		c) IRO's to visit CYPIC at least once during the review period separately from the review meeting and record all direct and indirect contact on LLS.	Oct-16			
		d) An additional IRO post is established to ensure compliance with enhanced expectations (above) in respect of CYPIC, compliance with expectations of IRO handbook in respect of scrutiny and challenge and to respond to CSE and MFH agenda.	Jan-17			£60,000
		e) A dedicated post be established (non social work qualified) to carry out independent review of pathway plans of care leavers aged 18 – 25 yrs.	Jan-17			£40,000
		f) Workshops to be held for CSC staff and key colleagues in Education and Health Services re- role of IRO.	Dec-16	All staff and partners understand the role of the IRO in terms of scrutiny and challenge in statutory LAC reviews.		

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		g) IRO's to attend workshops on SMART assessment and SMART Care plans.		There is common understanding in the IRO service and across the service as a whole of expectations in terms of the standard and quality of assessments and care plans.		
		h) Protocol to be developed with IRO's and Managers about recording of challenge/disputes on children's case files.		Challenge and disputes are recorded on children's case files in a professional manner.		
		i) IRO's will ensure all children subject of a CP plan for neglect are assessed using GCP by the time of the 3 month CP review and that children are not removed from a plan for neglect without updating of the GCP assessment.		All children at risk consequent on neglect benefit by consistent deployment of the GCP.		

No	Recommendation	Actions	Timescale	Desired Outcomes	Lead	Cost Implications
7	Continue to support all CYPIC and Care Leavers to achieve their full academic potential in particular those at KS2 and KS4 where results require improvement	a) Work closely with all schools and settings ensuring high quality attainment data is collated on a termly basis, evidencing effective target setting and deployment of LAC PPG.	Immediate / Ongoing	Improved collaborative working leading to improved outcomes	KR / MH	
		b) Ensure PEPs are completed on a termly basis and a review of the quality assurance framework.	Immediate / Ongoing	Improved quality of PEPs to inform better planning and forensic analysis of level of support needed.	KR / MH	
		c) Ensure that KS2 and KS4 cyp are fully supported to undertake public examinations and schools are effectively challenged when disapplication is proposed.	Immediate / Ongoing	Use of the forensic prediction data to ensure robust challenge for those settings where disapplication is routine. Reprioritise allocation of LMs.	KR / MH	
		d) Ensure the new examinations framework does not unintentionally disadvantage LAC. Continue to advocate for an inclusive curriculum and more intensive support when vulnerability intensifies eg during placement moves.	ongoing and subject to review in line with new framework expectation	Closer scrutiny of year group data as facilitated by the new VS database, allowing for more accurate tracking and robust challenge.	KR / MH	
		E) Continue to ensure robust post-16 transition planning, liaising closely with Colleges leading to better informed KS5 choices.	Immediate / Ongoing	Updated cohort data available on years groups 12-14; embedded monitoring and tracking within VS.	KR / MH	

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8	Ensure all performance management information includes data and evaluative commentary on the progress of CYPIC and Care Leavers, so that managers are aware of progress in all aspects of social care services	a) Recruit to Strategic Lead Performance and Quality Assurance.	Oct-16	A Performance and QA service which reports on and evaluates progress in all aspects of social care services.	JG	In budget
		b) Recruit to vacant performance officer post.	Oct-16			In budget
		c) Establish 2 QA posts to maintain programme of case file audits.	Jan-17			£90,000
		d) Establish suite of performance information for CYPIC and Care Leavers for reporting at PMM.	Oct-16			
		e) Develop Annex A (weekly performance report) to provide more information on the progress of CYPIC and Care Leavers.	Oct-16			
9	Make every effort to minimise the number of different social workers that C&YP have so that they can establish trusting relationships with social workers over time.	a) Maintain, review and further develop recruitment and retention policies established 2014.	Jan-17	Minimisation of the number of different social workers that C&YP experience. A social work service which structurally minimises the changes in social workers necessarily experienced by C&YP and their families. A social work service which has optimal information on a timely basis on which to base service design.	JG/RW... CS/MN.. MH	
		b) Review workflow processes with a view to minimising numbers of social workers experienced by C&YP and their families (see actions against recommendation)	Jan-17		JG/RW... CS/MN.. MH	
		c) Develop QA and Performance Management Reporting on changes of social workers for C&YP and their families.	Jan-17		JG/RW... CS/MN.. MH	

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10	Ensure that children’s social care case files include useful and clear chronologies so that current practice takes full account of the C&YP’s history	a) Training for all social workers on construction of chronologies and efficient use of LLS to maintain chronologies. b) Re-issue guidance to social work staff on use of LLS chronology c) Re-issue direction that transfer of cases between social workers and teams will not take place without an up to date and comprehensive chronology.	Sep-16  Sep-16  Dec 2016 with an audit in January 2017	High quality and up to date chronologies on every case file which are used to inform social work practice.	MB	
11	Improve the identification, assessment and support to privately fostered C&YP and their carers.	a) Use Private Fostering Week to raise awareness across the Council and with partners. PF footer to be set on council emails for the duration of PF week and beyond. b) Information leaflets to be updated and distributed to council sites and partner agencies. c) Bury Council website – link to be created regarding PF. d) BSCB PF report to be updated and focus on themes and trends specific to Bury. e) School admissions service to be updated as to their role in identification of PF arrangements. f) PF statement of purpose to be updated and revised. g) Training to be provided to social care staff in MASH, A&A and Safeguarding on the PFAAR and statutory duties associated with PF arrangements	May-16  May-16  May-16  Jun-16  Sep-16  Sep-16  Sep-16	Increase in enquiries in respect of PF arrangements and increase in no of PF arrangements identified.	SH /MD	

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		h) Training 'Whose Child' to be commissioned and provided by 'Children and Families Across Borders'.	Jun-16			
		i) Pupil on roll check to be sent to all Bury Schools to identify any C&YP not living with a close relative.	Jun-16			
		j) Schools to return a declaration statement confirming record checks and that notification of all potential PF arrangements have been referred to MASH.	Jun-16			
		k) Private education providers to be provided information regarding their duty to report PF arrangements.	May 2016 and termly			