

Rotherham Metropolitan Borough Council - CYPS Improvement Plan October 2018

Findings	Overall Lead	Action(s)	Progress Update	Lead	By When
<p>1. Ensure that managers provide challenging, reflective and directive supervision and, with support from independent reviewing officers (IROs) and conference chairs, address the quality of practice and planning for all children effectively. (CYPS Imp Plan Ref: LMG-1, LMG-3, LMG-7)</p>	Ailsa Barr	a) Develop the role of the IRO Service to support the Early Permanence Planning for children by ensuring this is explicit in their responsibilities.	a) Team development sessions have taken place with IRO's and have focussed on the key priority of permanence for all Looked After Children. Phase 2 of the Right Child Right Care agenda is to develop the IROs and Service Managers to play a key role in engineering the outcomes for delivery and to support the escalation process being refreshed by Liquidlogic whilst supervision sessions continue to focus on each individual. There has been an increase in IRO's use of the escalation process demonstrating a improved willingness to escalate appropriately.	a) Rebecca Wall	a) November 2018
		b) Develop an effective overview of the reflective and direct supervision provided by managers which informs the learning and development of our current Team Manager cohort. This will be measured through the outcomes of audits, specifically with a qualitative overview around reflective supervision.	b) Complete - The Liquidlogic supervision tool is now live and audit findings are, on the whole, positive with the trajectory in relation to management being outstanding.	b) Rebecca Wall	b) October 2018 Complete October 2018
		c) Embed and align the Rotherham Family Approach as the new risk management model.	c) Children and Young People's Services workforce are now trained including Social Care and Early Help having completed Signs of Safety and Restorative Practice. Evidence of the model in practice has found in audits. Social Pedagogy has an ongoing implementation plan to 2019 with a wider workforce offer, depending on future funding bids. Work is ongoing to develop year 3 of the implementation plan.	c) Ailsa Barr	c) April 2020
<p>2. Ensure that all assessments are: meaningful to children and their families; reflect the changing needs of children; and effectively evaluate cumulative risks and their impact. (CYPS Imp Plan Ref: H&P-2)</p>	Ailsa Barr	a) Implement the use of regular case mapping exercises led by managers and advanced practitioners to ensure reflective review of assessments.	a) This work was rolled out from 8 October 2018 to all Child Protection conferences and requires evidence of mapping with further audit activity planned from January 2019.	a) Ian Walker Ailsa Barr and Rebecca Wall	a) December 2018
		b) Refresh the Assessment Form to embed SoS methodology and implement for use in the service.	b) There is a delay due to the Liquidlogic system not being in place, although there is a roll out plan to support the key documents.	b) Rebecca Wall / Susa Claydon	b) November 2018
		c) Undertake further Cumulative Risk of Harm training to enable a better understanding across the workforce and bring a clear focus to the difference between provision of help and protection from harm.	c) The Audit Framework is geared to particular thematic issues to better recognise the wider workforces' understanding of cumulative harm and agree consistency of use of the graded care profile, in relation to neglect and to support it being measured. Ongoing training events will take place throughout the year. The work of the Complex Abuse team in this area has now been mainstreamed.	c) Rebecca Wall	c) December 2018
		d) Build in consistent Quality Assurance around the quality of assessments.	d) Ongoing work is being progressed. Monthly team audits provide an ongoing overview of the quality and assurance of assessments. A task and finish group has been established in respect of the quality of LAC Assessments an we will look to develop this further for other areas.	d) Rebecca Wall	d) December 2018
<p>3. Ensure that all plans: are clear about how children's and young people's holistic needs are to be met; have clear timescales; can be understood by families; and are always well informed by risk assessment. (CYPS Imp Plan Ref: H&P-3)</p>	Ailsa Barr	a) Implement the use of regular case mapping exercises led by managers and advanced practitioners to ensure reflective review of plans and risk.	a) This work was rolled out from 8 October 2018 to all Child Protection conferences and requires evidence of mapping with further audit activity planned from January 2019.	a) Ian Walker Ailsa Barr and Rebecca Wall	a) December 2018
		b) Refresh the Plan Forms to embed SoS methodology and implement for use in the service.	b) There is a delay due to the Liquidlogic system not being in place, although there is a roll out plan to support the key documents.	b) Ailsa Barr / Susan Claydon	b) November 2018

		<p>c) Build in consistent Quality Assurance around the quality of plans.</p> <p>d) Undertake focused audit work on plans to measure improvement and provide feedback to practitioners.</p>	<p>c) Ongoing work is being progressed.</p> <p>Monthly team audits provide an ongoing overview of the quality and assurance of assessments. A task and finish group has been established in respect of the quality of LAC Assessments and we will look to develop this further for other areas which will be complete by December 2018</p> <p>d) Work is ongoing and on track. Feedback from the audits is discussed at the Monthly Performance Boards. A review of the Quality and Assurance Framework will be undertaken in March 2019 to determine new areas of focus based on emerging priorities/themes and the progress made in respect of the quality of plans will form part of this review.</p>	<p>c) Rebecca Wall</p> <p>d) Rebecca Wall</p>	<p>c) December 2018</p> <p>d) March 2019</p>
4	<p>4. Ensure that early permanence planning is timely and considers the full range of placement options for all children when they are unable to return to their birth families. (CYPs Imp Plan Ref: LMG-1, LAC-2, LAC-3, LAC-4)</p>	<p>Ailsa Barr</p> <p>a) Develop the role of the IRO Service to support the Early Permanence Planning for children by ensuring this is explicit in their responsibilities.</p> <p>b) Ensure that Early Permanence planning is timely and considers the full range of placement options for all children when they are unable to return to their birth parents through the implementation of the Right Child Right Care (RCRC) programme and the use of the PLO Panel.</p> <p>c) Increase foster care provision in borough, including specialist placements.</p>	<p>a) Team development sessions have had a positive impact on the practice of the IRO's as they have focused on the key priorities of permanence for all Looked After Children.</p> <p>Phase 2 of the Right Child Right Care programme aims to develop the IROs and Service Managers who play a key role in engineering the outcomes for delivery. In order to further improve the visibility and impact of IROs the escalation process is to be embedded into Liquidlogic. This will support reporting around individual and strategic themes.</p> <p>b) THE RCRC programme progressed over the course of 2018 and 80 (36%) of the children in the original target cohort have already been discharged with 55 (25%) plans being on track. There are a further 19 (9%) yet to be confirmed and 67 (30%) which are no longer in scope.</p> <p>Phase 2 of the RCRC has been initiated with 65 children in the broad scope, to be reviewed over the next 2 months, so that by the start of 2019 planning can commence for discharge and permanence for the children. Long-term matched placements is the next best option where adoption/SGO/CAO can not be progressed and the LAC Service manage a long-term placement matching tracker that is monitored as part of the LAC Performance Clinic process.</p> <p>At the start of the process there were 45 children in the same placement for 18+ months to be considered for a long-term match. Of these children 7 have now been matched at Foster panel, 15 have a Panel date booked, 13 have been deemed to inappropriate for the match at present (carer illness, unstable placement, carers not want to be matched) and 10 with plans still needing to be confirmed.</p> <p>c) Having established a target of 25 new foster families for 2018/19, this remains a significant challenge. The net increase in foster placements has not significantly increased and due to resignations and deregistration's these outnumber in the new recruits. To date there have been 7 new approvals, 2 assessments with panel dates booked and a further 12 assessments ongoing, with 5 about to commence training in November.</p> <p>Rotherham are part of the fostering network Foster Care Retention Project and it is hoped that this will contribute to the greater net increase over 2019.</p> <p>Projects including Mockingbird, Refer a friend, Muslim foster carer project, Challenge 63 and the roll out of social pedagogy to foster carers should support better recruitment in the future.</p>	<p>a) Rebecca Wall</p> <p>b) Ian Walker</p> <p>c) Ian Walker</p>	<p>a) November 2018</p> <p>b) April 2019</p> <p>c) April 2019</p>

			<p>d) Co-produce business cases for invest to save models for residential provision in borough or sub- regionally.</p> <p>e) Bring children back into borough where safe and appropriate. Right Child Right Care programme being supported by commissioning.</p> <p>f) Develop residential sub-regional specialist provision and increase partnership working with residential providers.</p> <p>g) Further develop the supported accommodation offer to increase the number and quality of placement opportunities for LAC/Leaving Care, including placements to meet the needs of those children with more complex and challenging needs.</p>	<p>d & e) The business cases have been completed for a strategic partnership approach to deliver in borough residential care. The first care home provider (Outstanding) is in place with more planned, to a maximum of 20 places exclusively for the use of Rotherham children.</p> <p>f) A number of potential opportunities with providers who deliver SEMH and SEND provision are being pursued. Negotiations are now taking place with providers regarding SEMH and SEND provision in borough. Block booking arrangements are in place with Rainbows House. Extended capacity with existing providers has been put in place and there is currently discussion of the development of a free school in borough with a national provider.</p> <p>g) Work is underway with colleagues in Housing to further develop the supported accommodation offer. The current contract sits with Adults Social Care and has the option to extend to October 2019. Work is in progress to separate out the 16/17 year old element and re-modelling this part of the service following the end of the contract. This ties in with the 16+ Framework described in 4d.</p>	<p>d) Jo Smith</p> <p>e) Jo Smith</p> <p>f) Jo Smith</p> <p>g) Jo Smith</p>	<p>d) April 2019</p> <p>e) April 2019</p> <p>f) April 2019</p> <p>g) December 2019</p>
5	<p>5. Improve the timeliness of the early help response to children, particularly those who have a disability. (CYPS Imp Plan Ref: EH-2)</p>	Ailsa Barr	<p>a) Establish an Early Help standard response time for children with disabilities and ensure compliance through performance management highlight reports presented at fortnightly performance management meetings chaired by the service manager to challenge and provide assurance of the progress being made.</p> <p>b) Disability Early Help Team Manager and team to have clear links with the rest of the early help service to ensure consistency of practice standards and implementation of methodology.</p> <p>c) Team manager to attend signs of safety practice lead training and the ½ day workshops throughout the year. All team members to also attend practitioner sign of safety training, this will ensure that all staff are familiar with the methodology and have confidence to embed within their assessment work.</p>	<p>a) Complete - An Early Help standard response time for children with disabilities has been set. Fortnightly performance management highlight reports are now completed by the team manager and focus on identifying areas of good practice and addressing areas where work needs to improve. Fortnightly performance management meetings are in place and are chaired by the service manager to challenge and ensure progress is being made.</p> <p>b) Complete - Clear mentoring has been but in pace with an experienced Early Help Manager and joint work is being undertaken to support improvement within the Early Help Disability Service. This is now business as usual.</p> <p>c) Complete- SOS training has now been completed and evidence of this is on training records held within the HR Portal.</p>	<p>a) Mary Jarrett</p> <p>b) Ellen Senior</p> <p>c) Mary Jarrett</p>	<p>a) May 2018 Complete June 2018</p> <p>b) March 2018 Complete June 2018</p> <p>c) December 2018 Complete October 2018</p>
			<p>Overarching Note: Whilst the above actions have been completed the impact of these has yet to be seen in performance information and this will continue to be monitored as part of monthly performance reporting.</p>			
6	<p>6. Work with schools to reduce the number of fixed-term exclusions and persistent absentees from education among children looked after. (CYPS Imp Plan Ref: LAC 5 , LAC 6)</p>	Pepe De'lasio	<p>a) Ensure all children in care are identified as a priority group in the Inclusion Strategy</p>	<p>a) Complete - Children in care are an explicit group in the Inclusion Strategy which will be signed off by the end of November 2018.</p>	<p>a) Jenny Lingrell</p>	<p>a) October 2018 Complete October 2018</p>

			<p>b) Discuss attendance and exclusions at termly PEP meetings.</p>	<p>b) Complete - Attendance at termly PEP meetings is now treated with priority by all attendees with attendance monitored closely at each meeting. Any exclusion is discussed at termly PEP meetings and support is offered to ensure any unmet needs are supported. Advice, training and specific interventions are included within planning for all YP who have experienced exclusions.</p> <p>An increasing percentage of Schools, now contact the Virtual School adviser to discuss potential exclusions before issuing. This has led to a reduction in the number of exclusions, particularly within Rotherham.</p> <p>Attendance and exclusion data is reported weekly and advisers contact schools, social workers and other professionals to offer support and challenge as required for YP where either attendance or exclusions are an issue</p> <p>This is now closed as business as usual.</p>	<p>b) Peter Douglas and Tina Hohn</p>	<p>b) May 2018 Complete June 2018</p>
			<p>c) Ensure the needs of all children and young people receiving less than 25 hours education are discussed, and addressed at the Reduced Provision Group and plans put in place.</p>	<p>c) The Reduced Provision Group was put in place initially and served its purpose in ensuring key issues were highlighted at a strategic level. Policies and procedures now need to be reviewed to assess the impact they have had on those on reduced provision, therefore an extension to August 2019 has been agreed by the Performance Board to enable this.</p>	<p>c) Peter Douglas and Tina Hohn</p>	<p>c) August 2019</p>
			<p>d) Implement the Creative Monitoring scheme which is designed to re-engage disaffected children and young people who have been excluded, are not attending school, or not on roll.</p>	<p>d) The Creative Mentoring Pilot scheme has begun, 9 Creative Mentors have been trained and are starting their work with young people. Evaluation to be completed at the end of the 12 week pilot.</p>	<p>d) Peter Douglas and Tina Hohn</p>	<p>d) November 2018</p>
			<p>e) Continue to implement phase 2 of 'Attachment Friendly Schools' to ensure that additional schools are involved in the programme.</p>	<p>e) Attachment Friendly Schools Phase 1 is starting to show an impact with some reduction in fixed term exclusions. Phase 1 schools are now undertaking some school based action research throughout the school year 2018/19.</p> <p>Phase 2 is underway with 23 schools involved. These schools are currently participating in the 7 day Touchbase course 2018/19 and will also undertake action research 2019/20.</p>	<p>e) Peter Douglas and Tina Hohn</p>	<p>e) September 2020</p>
			<p>f) Emotional Literacy Support Assistant (ELSA) programme to be funded through Pupil Premium Plus.</p>	<p>f) Over 20 schools have signed up to this course for the summer term 2018. Supported work (EPS) will continue in school during the school year 2019/20.</p>	<p>f) Peter Douglas and Tina Hohn</p>	<p>f) September 2020</p>
7	<p>7. Ensure that children benefit from a timely good quality Lifestory work and clearly written later life letters, to enable children to understand their experiences, life history and reason for separation from their birth families. (CYPS Imp Plan Ref: Ad-3)</p>	Ailsa Barr	<p>a) Work with the LAC Council to co-produce the model of life story work we use.</p>	<p>a) Complete - The Lifestory work model has been refined and implemented.</p>	<p>a) Ian Walker</p>	<p>a) December 2018 Complete October 2018</p>
			<p>b) Provide training to the LAC Team in respect of the completion of Lifestory work, to support them to clearly document the child's experiences, life history and reasons for separation.</p>	<p>b) Complete - Training has been provided by the Rotherham Therapeutic Team.</p>	<p>b) Ian Walker</p>	<p>b) September 2018 Complete October 2018</p>
			<p>c) Lifestory work to be quality assured by the Adoption Team Manager alongside Team Managers to check and continually improve the quality of the work.</p>	<p>c) Work progressing to develop a process to address the quality of Lifestory work and letters.</p>	<p>c) Ian Walker</p>	<p>c) November 2018</p>
			<p>d) Develop performance measures to monitor the number of Lifestory books and later life letters completed and distributed.</p>	<p>d) Work progressing to arrange a meeting to look at the potential of utilising Liquidlogic to formulise a tracker.</p>	<p>d) Ian Walker</p>	<p>d) January 2019</p>

8	<p>8. Ensure that birth parents of children who are adopted fully understand what support is available and are helped to access this. (CYPS Imp Plan Ref: Ad-2)</p>	Ailsa Barr	<p>a) Adoption Service to develop a guide which provides the details of the support which is available to birth parents, and the support available to help them access this. This will be distributed and made available to birth parents who's children are on the adoption pathway.</p> <p>b) Further support to be introduced through the implementation of the 'Pause Programme'.</p> <p>c) Adoption Service to track the take-up of the support available as part of their performance indicators.</p>	<p>a) Complete - We have liaised with PAC UK (post adoption support) to promote adoption support for families affected by adoption. Details in respect of the support available are now on our website - http://adoptioninrotherham.org.uk/support and are promoted through our Adoption Facebook page and shared with families during the court process and as part of the Letterbox agreement and ongoing support to birth parents. Any updates required to this information is undertaken as part of business as usual.</p> <p>b) Complete - The Pause Practice for Rotherham is now operational. The team have identified and started to engage with the cohort. The Pause Strategic Board has met three times. A formal "launch" event will take place early in 2019 when there are examples of good practice</p> <p>c) Complete - We receive a quarterly report provided by PAC UK (post adoption support) in respect of the parents who have requested detailed of the support available in line with their preferences.</p>	<p>a) Ian Walker</p> <p>b) David McWilliams</p> <p>c) Ian Walker</p>	<p>a) June 2018 Complete June 2018</p> <p>b) July 2018 Complete September 2018</p> <p>c) September 2018 Complete June 2018</p>
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