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| Report for: ACTION |
| Item Number: 7 |



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| Contains Confidential or Exempt Information | NO – Part I |
| Title | Ofsted Inspection of Safeguarding and Looked After Children |
| Responsible Officer(s) | Angela Wellings |
| Contact officer, job title and phone number | Interim Director of Children's Services 01628 796367 |
| Member reporting | Cllr Mrs Quick |
| For Consideration By | Shadow Health and Wellbeing Board |
| Date to be Considered | 28 September 2012 |
| Implementation Date if Not Called In | |
| Affected Wards | All |
| Keywords/Index | Ofsted, Safeguarding, Looked After Children |

Report Summary

1. To update the Health and Wellbeing Board on progress since inspection by Ofsted of children's safeguarding services and services for looked after children in the Borough which took place in March 2012, and as reported to Cabinet in May 2012.

| If recommendations are adopted, how will residents benefit? | |
|---|--|
| Benefits to residents and reasons why they will benefit | Date by which they can expect to notice a difference |
| 1. Assurance that the Council is implementing the improvements required to ensure that children are kept safe and that proper provision is made for looked after children | On publication of the report |

1 Details of Recommendations

RECOMMENDATION: That:

1. That Health and Wellbeing Board note the progress made since the Ofsted inspection.
2. That Health and Wellbeing Board request a final report on the implementation of the plan (Dec 2012)

2 Reason for Recommendation(s) and Options Considered

| Options | Comments |
|--|--|
| To review details presented in this report and continue to support and monitor the development of safeguarding services and services for looked after children | This is consistent with the Council's responsibilities |
| Recommended | |
| To disregard the report | Cabinet requested a three-monthly progress report |
| Not recommended | |

- 2.1 During March, Ofsted inspected safeguarding and looked after children services in the Royal Borough. The inspection sought to determine the extent to which:
- The local authority and its partners are contributing to improving outcomes for children and young people in all aspects of their safeguarding and child protection work;
 - The local authority and its partners are meeting their statutory responsibilities as set out in *Working together to safeguard children*, relevant statute and guidance; and
 - The leadership and management of those responsible for safeguarding and protecting children and young people deliver effective services, and efficient and effective use of resources.
- 2.2 The report on the inspection was published on 30th April and reported to Cabinet on 24th May. The overall judgements were that the services provided by the Council and its partners are “adequate” in relation to safeguarding and in relation to looked after children. The service meets minimum statutory requirements.
- 2.3 The two main judgements are informed by 20 subsidiary judgements, most of which were also “adequate”. There were three exceptions. “Staying safe” and “Enjoy and achieve” with regard to looked after children were both deemed to be “good”. However, “Economic well being” in relation to looked after children was judged as “inadequate”, primarily because of concerns about the limited amount of suitable and safe housing available to some care leavers.
- 2.4 Each of the 23 recommendations has a specified time frame as indicated below. A brief commentary is provided for each recommendation. Further details are provided in the current version of the action plan (Appendix 1)

To be undertaken immediately:

Looked After Children (Ofsted Report para 55)

- Ensure all current young people leaving care live in safe, stable and sufficiently supported accommodation, and that there is no planned recourse to bed and breakfast accommodation as a suitable alternative. (Action Plan 12)

At the time of the previous Cabinet report only one young person remained in bed and breakfast accommodation as part of his care plan. He has now moved to specialist provision. Further work is being undertaken to increase the amount of housing provision available: this will be the subject of a future Cabinet report.

The current specifications for Frogmore Court (Maidenhead) and Wellesley House (Windsor) are being reviewed by Adult services, Children's Services,

Supporting People and Housing Options. Care leavers are prioritised for places at Frogmore Court. Authorities bordering RBWM (and indeed nationally) tend to be in a similar position to the Royal Borough, in that they prioritise their own care leavers to access the housing provision in their area. Historically, this has meant that RBWM has not been able to house significant numbers of care leavers in other neighbouring local authority provision and has relied on access to accommodation in the private and voluntary sector to supplement our local provision. However, officers are taking a fresh look at any options to purchase accommodation places from other authorities in reasonable travelling distance from the Borough. Officers are also holding a provider forum, to which we will be inviting the other East Berkshire authorities to look at sharing the needs of our care leavers with potential new providers in the independent sector who may wish to set up in the area, in future.

- Ensure that all looked after children are seen alone, have their wishes and feelings identified and recorded. (Action Plan 13)

A new report structure is now used in supervision to ensure compliance with requirements for all children to be seen alone during routine statutory visits and to have their wishes and feelings recorded. To demonstrate that the supervision template is being used in relation to each individual looked after child, there will be a supervision audit undertaken by managers every six months.

Safeguarding (Ofsted Report para 18)

- Ensure that operational managers, particularly those within children's services and across health communities, exercise sufficient oversight and provide robust direction as well as support to practitioners in the implementation of child protection plans. (Action Plan 1)

File audits have now been completed by social care service managers for all children in care and all children subject to a child protection plan. These will be continued on a six monthly basis.

To be undertaken within 3 months:

Looked After Children (Ofsted Report para 55)

- Ensure that access to advocacy, consultation, participation, representation and complaint processes are promoted for all children and young people. (Action Plan 14)

Promotional material about the work of the Children's Rights Officer has been refreshed and distributed.

- Ensure managerial supervision, support, direction and quality assurance responsibilities are consistently implemented, incorporating the use of reflective approaches to challenge practice and improve outcomes for looked after children. (Action Plan 15)

A training programme to improve the quality of supervision is being implemented.

- Ensure social care and health assessments for looked after children identify and take full account of children's ethnicity, culture and religious needs. (Action Plan 16)

Training has been commissioned for implementation in July.

- NHS Berkshire, in conjunction with RBWM and the Berkshire Healthcare NHS Foundation Trust, to implement a sustainable response to existing staffing capacity challenge of the looked after children health care team. (Action Plan 17)

Plans are in hand to increase the number of health visitors in East Berkshire from September.

- Ensure care plans are evaluative of parenting capacity, benefit from timely parenting assessments where indicated, ambitious to achieve sustainable arrangements for children, and robust in identifying contingency arrangements. (Action Plan 18)

An audit to be completed in August will demonstrate the extent to which this has been achieved.

- Ensure all care, pathway and healthcare plans for young people preparing to leave care or in transition to adult services take full account of their capacity and likely vulnerabilities with regard to accommodation needs, substance misuse and teenage pregnancy as well as their emotional and mental wellbeing. (Action Plan 19)

A new life skills programme is in development, involving social care, the newly appointed health professional for care leavers, the RBWM fostering agency and other agencies. The programme provides individual consultation and interventions taking account of each young person's vulnerabilities and capacities. There are also group activities and promotional events for care leavers to develop their life skills. The updated foster care training programme now includes specific training for foster carers to prepare children for when they leave care. Aspects of the life skills programme are underway and it is on track to be fully developed and delivered by August 2012.

- Ensure the roles and responsibilities of reviewing officers are implemented to reflect duties to champion permanent solutions for children, set ambitious yet realistic timescales for plans, and report robustly on individual cases and on a thematic basis. (Action Plan 20)

Guidance to independent reviewing officers has been updated. Independent reviewing officers now meet with team and service managers on a two weekly basis to raise any concerns relating to potential drift or delay in care planning for permanency and senior managers set clear actions and timescales for such issues to be addressed.

Safeguarding (Ofsted Report para 18)

- Ensure assessments of need contain a robust analysis of risks as well as social, emotional and developmental needs of children, and that the quality of these are overseen by the respective managers in children's services and local health agencies. (Action Plan 3)

Risk assessments are being recorded on the PARIS system and are reviewed by managers in children's social care. Team manager audits of assessments have taken place to confirm that there is evidence of a robust analysis of risk in relation to each child.

- Ensure that child protection plans are sufficiently detailed, time bounded and are objective related, along with clear contingency plans. (Action Plan 4)

A new format for plans was introduced in May.

- Develop safeguarding specific performance information systems sufficient to support managers within children's and health services in evaluating the achievement of objectives, targeting priorities and in monitoring compliance with expectations. (Action Plan 5)

A new team tracking tool is being developed for implementation in July.

- Ensure effective commitment from all members to enable the Local Safeguarding Children Board to operate to greatest effect as a champion for the safeguarding of children in the area. (Action Plan 6)

Primary, secondary and FE representatives have been recruited to the Board although some have not yet attended.

- Ensure ambitious drive, direction and guidance of service improvements are promoted by the Children's Partnership Board, in conjunction with the Local Safeguarding Children Board, including through a review of timescales for the implementation of action plans. (Action Plan 7)

Following turnover of staff, endeavours are being made to ensure continuity for both LSCB business and the Children and Young People's Partnership

To be undertaken within 6 months:

Looked After Children (Ofsted Report para 55)

- Secure sufficient stable, supported and affordable accommodation for care leavers and ensure they receive sufficient and suitable preparation for full or supported independence. (Action Plan 21)

All young people who were in bed and breakfast accommodation have been presented to the Housing Panel in May so that alternative plans can be made. All care leavers have a Personal Advisor who implements and coordinates their Pathway Plan, which is a multi-agency plan outlining the young person's needs and the support required for a successful transition to independence. As indicated above, a life skills programme, including other agencies and foster carers, is being developed.

- Increase local placement capacity, maximising the provision of family based care as close to home communities and schools as possible. (Action Plan 22)

Provisional work has been undertaken on identifying the costs of bringing the flats in York Road into commission.

- Develop further targeted support, assessment and intervention services for those children identified as at risk of becoming looked after. These should, wherever possible, adopt joint and coordinated approaches by all key partner agencies to addressing risks and needs. (Action Plan 23)

The Intensive Family Support Project is underway: currently supporting over 30 families

Safeguarding (Ofsted Report para 18)

- Review the arrangements for notification of incidents from the police service to children's social care, incorporating learning from a pilot scheme within the Thames Valley Police area and ensuring that all such notifications are sufficiently risk assessed and managed prior to notification. (Action Plan 2)

Current will be reviewed and informed by evaluation of Reading Borough Council's new protocol with Thames Valley Police which will be completed in October.

- Ensure a focused, robust prevention and early intervention framework is fully implemented by all statutory agencies, enabling practitioners, to undertake the role of lead professional. (Action Plan 8)

The management team of Children's Services have asked a group of colleagues to develop an alternative structure to improve service delivery.

- Develop more effective consultation arrangements by children's safeguarding services and health care providers with children and parents, and learning from complaints and representations to inform service improvement and planned outcomes. (Action Plan 9)

Information about how to use the Children's Rights service has been re-publicised.

A user evaluation template is being piloted.

- Develop more effective arrangements for local authority commissioning and contracting of services from the voluntary and community sector, enabling business and continuity planning to take place more efficiently. (Action Plan 10)

Children's Services has agreed in principle to move towards three year funding for the voluntary sector and a response is awaited from Berkshire NHS.

- Develop effective and coordinated health, Children's Partnership and Safeguarding Children Board's strategies and delivery of services targeting the high level of teenage conceptions, particularly amongst the most vulnerable young people in the area. (Action Plan 11)

Programme review to be undertaken in August.

3 Key Implications

The implications have not changed since the Ofsted inspection was reported to Cabinet in May:

| Defined Outcomes | Unmet | Met | Exceeded | Significantly Exceeded | Date they should be delivered by |
|---|---|---|--|--|--|
| Ofsted action plan is completed within the timescales indicated | Ofsted action plan is not completed within timescales indicated | Ofsted action plan is completed within the timescales indicated | Ofsted action plan completed in less than the timescales indicated | Ofsted action is completed well within the timescales indicated. | All actions should be complete by the end of October |

The Council and its partners have a clear ambition to ensure that services are judged to be "Good" next time that they are subject to Ofsted inspection (which will be within the next three years).

4 Financial Details

a) Financial impact on the budget

The cost of re-furbishing accommodation for care leavers will be the subject of a further report to Cabinet.

b) Financial Background

5 Legal Implications

There are no legal implications as a direct result of this report.

6 Value For Money

The post-Ofsted implementation plan is being funded from existing resources.

7 Sustainability Impact Appraisal

There are no significant sustainability issues arising directly from this report.

8 Risk Management

There are no risks arising directly from this report.

9 Links to Strategic Objectives

The proposals and recommendations in this report support a number of the key strategic objectives of the Council including putting Residents First, securing better Value for Money, Delivering Together with other agencies, and improving services by Equipping Ourselves for the Future and reshaping service delivery.

Our Strategic Objectives are:

Residents First

- Support Children and Young People
- Encourage Healthy People and Lifestyles
- Improve the Environment, Economy and Transport
- Work for safer and stronger communities

Value for Money

- Deliver Economic Services
- Improve the use of technology
- Increase non-Council Tax Revenue
- Invest in the future

Delivering Together

- Enhanced Customer Services
- Deliver Effective Services
- Strengthen Partnerships

Equipping Ourselves for the Future

- Equipping Our Workforce
- Developing Our systems and Structures
- Changing Our Culture

10 Equalities, Human Rights and Community Cohesion

Safeguarding children, supporting families and fulfilling our duties as corporate parents of looked after children, adds to community cohesion.

11 Staffing/Workforce and Accommodation implications:

Plans are in hand to recruit a CAF co-ordinator.

12 Property and Assets

As indicated above, expanding the accommodation options available to care leavers will have capital implications.

13 Any other implications

None

14 Consultation

The original Cabinet report was the subject of consideration by the Overview and Scrutiny Panel on 11th July 2012.

15 Timetable for Implementation

As shown in the Ofsted report, some recommendations have to be implemented immediately, some within three months and some within six months.

16 Appendices

Appendix 1 - Updated action plan

17 Background Information

18. Consultation

This report has been the subject of internal consultation.

Report History

| | |
|-----------------------|----------------------|
| Decision type: | Part 1 Report |
| Non key | |

| | | |
|----------------------------|---|------------------|
| Full name of report author | Job title | Full contact no: |
| Angela Wellings | Interim Director of Children's Services | 01628 796367 |

Schedule for writing and reviewing report

| Stages in the life of the report | Date to complete |
|--|------------------|
| 1. Officer writes report (in consultation with Lead Member) | |
| 2. Report goes for review to head of service or DMT | |
| 3. To specialist departments: eg, legal, finance, HR (in parallel) | |
| 4. To lead member | |
| 5. To SMT or CMT | |
| 6. To the Leader | |
| 7. To overview or scrutiny, if a cabinet report | |
| 8. To cabinet | |

Post-Ofsted Inspection of Safeguarding and Services for Looked After Children Action Plan
Royal Borough of Windsor & Maidenhead
PROGRESS UPDATE

| Safeguarding Inspection | | | | | | | |
|-------------------------|--|---|------------------------------|---|--|--|--|
| | Outcome (Ofsted's recommendation) | Action required | By when | Resources | Lead Officer(s) | Outcome target/ evidence measure | Progress |
| 1a | Ensure that operational managers, particularly those within children's services and across the health communities, exercise sufficient oversight and provide robust direction as well as support to practitioners in the implementation of child protection plans. | Audit of supervision records of all children subject of child protection plans | May 2012 | Staff time | Head of Safeguarding & Specialist Services | Identify individual cases requiring remedial action, and taking remedial action as required | All child protection audits have been completed |
| 1b | | Team Managers to ensure that child protection plans are used as the basis for supervision of all children subject of child protection plan | May 2012 | Staff time / increase in time allocated for supervision | Team Managers | Quarterly audit of supervision records demonstrate improved oversight/direction/timely action | Use of child protection plan as basis for supervision discussion agreed. Child protection supervision audit to be completed twice a year, timetabled into quality assurance schedule |
| 1c | | Develop Team Managers as Reflective Supervisors | Programme commenced May 2012 | Staff time/ CWDC Grant | Training Manager | Quarterly audit of supervision records demonstrate improved oversight/direction/timely action | Training programme began in May 2012. All managers with supervisory responsibilities attending |
| 2 | Review the arrangements for notification of incidents from the Police to children's social care, ensuring that all such notifications are sufficiently risk assessed and managed prior to | Develop a protocol with Thames Valley Police to ensure that, prior to notification, risk assessments are completed in accordance with agreed criteria (in the | October 2012 | Staff time | Head of Safeguarding & Specialist Services | All notifications will be risk assessed by the Police before referring to safeguarding services. | The draft protocol trialled between Reading Borough Council and Thames Valley |

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| | Outcome (Ofsted's recommendation) | Action required | By when | Resources | Lead Officer(s) | Outcome target/ evidence measure | Progress |
| | notification. | light of developing practice elsewhere). | | | | | Police will be evaluated |
| 3a | Ensure assessments of need contain a robust analysis of risks as well as social, emotional and developmental needs of children, and that the quality of these is overseen by the respective managers in children's services and local health agencies. | Revise assessment formats in PARIS to ensure that social workers analyse risk associated from identification of social, emotional, and developmental needs of children | July 2012 | Staff time / PARIS team resources | Service Manager (Safeguarding) | Team Manager audits of assessments, (see 3c) will take place to confirm that there is evidence of a robust analysis of risk in relation to each child. | New risk assessment template has been agreed and file audits have been completed. |

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| | Outcome (Ofsted's recommendation) | Action required | By when | Resources | Lead Officer(s) | Outcome target/ evidence measure | Progress |
| 3b | | Team Managers to ensure use of risk analysis grid developed in PARIS to be used in all assessments completed by social workers | August 2012 | Staff time/ PARIS team resources | Team Managers | All assessments use the new risk assessment template | From July 2012 systematic use will be made of the Risk Assessment grid in twice yearly supervision audit. |
| 3c | | Sample Audit of assessments completed by social workers conducted by Team Manager peer review | October 2012 | Staff time/ increase time allocated for audit purposes | Team Managers | All assessments audited meet the criteria | Audit built into quality assurance schedule. |
| 4a | Ensure that child protection plans are sufficiently detailed, time bounded and are objective related, along with clear contingency arrangements. | Review and revise child protection plans, so that all plans have clear objectives with associated timescales, with contingency planning articulated | October 2012 | Staff time / PARIS team resources | Service Manager (Safeguarding) | All plans will have appropriate contingency plans, clear objectives and timescales. | Revised format agreed and operational since the end of May 2012. Twice yearly supervision audit to confirm implementation and improved focus. |
| 4b | | Team Manager to chair all initial child protection core groups, and develop detail of outline plan agreed at Initial Child protection Conference (including a comprehensive written agreement). | October 2012 | Staff time/ increase in management time allocated to core group meetings | Team Managers | All child protection plans have clear objectives, timescales, and contingency plans that are implemented in a timely manner | Outline planning format operational from end of May 2012. Managers will chair all initial core group meetings and agree detail of child protection plans. |
| 4c | | Sample audit of child protection core groups. | October 2012 | Staff time/ increase in management time allocated to audit programme | Child Protection Coordinator | Audit confirms improved effectiveness of the delivery of child protection plans | Audit planned and included in quality assurance schedule. |
| 5 | Develop safeguarding specific performance | Review and revise performance information | July 2012 | Staff time/ Information | Service Manager | Revised information system leading to | Monthly performance matrix continues to track |

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| | information systems sufficient to support managers within children's and health services in evaluating the achievement of objectives, targeting priorities and in monitoring compliance with expectations. | systems and programme in Children's Social Work | | Team/ PARIS Team resources | (Safeguarding) | improved evaluation of target setting/objectives realised | National Indicators and balanced scorecard targets. Team tracking tools under development - to be agreed in July |
| 6 | Ensure effective commitment from all members to enable the Local Safeguarding Children Board to operate to greatest effect as a champion for the safeguarding of children | Ensure representation where commitment is weak. | July 2012 | Staff time – Business Manager, existing members and potential new members. May depend on progress in recruiting Business Manager | LSCB Business Manager | Representatives attend meetings and participate actively to the work of the Board as evidenced by meeting minutes | Primary, secondary and FE representatives have been recruited to the Board. Health representation remains uncertain. |
| 7a | Ensure ambitious drive, direction and guidance of service improvements are promoted by the Children's Partnership Board, in conjunction with the Local Safeguarding Children Board, including through a review of timescales for the implementation of action plans. | Challenge operation of DMT, LSCB, and CYP Partnership Strategic Board in terms of drive, direction and guidance. | August 2012 | Peer support to challenge and support service development | Director of Children's Services | Survey data from partners demonstrate more effective engagement | Officers are trying to ensure continuity for both the LSCB business and the work of the CYP Partnership |
| 7b | | Identify five top priorities for implementation within the next six months: early intervention, mental health, family support, care-leaver preparation and a reduction in out-Borough placements | May 2012 | Staff time | Director of Children's Services | The top five priorities will be implemented within six months. | Work is underway to re-shape intervention services |

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| | | | | | | | |
| 7c | | LSCB challenges Partnership Board to ensure that priorities are actioned and outcomes improved. | July 2012 | Staff time | LSCB Chair | Plan implements LSCB priorities | LSCB has reported its priorities to the Children & Young People's Partnership. These are incorporated in the Partnership's priority plans. |
| 7d | | Review commissioning practice across children's services, to ensure decisions are informed by performance management information and in line with shared priorities. | October 2012 | Commissioning Group | Director of Children's Services | Minutes of meetings demonstrate that commissioning decisions are better informed by evidence | A regular programme of reviews is in place |
| 8a | Ensure a focused, robust prevention and early intervention framework is fully implemented by all statutory agencies, enabling practitioners in universal and targeted services, including primary health care practitioners, to undertake the role of lead professional. | Establish multi-professional Early Help Team to support early intervention | October 2012 | Children's Services managers to review current arrangements and plan internal re-structure | Director of Children's Services | Better co-ordinated early intervention leading to less inappropriate referrals to Children's Social Care | A cross Directorate group of managers has been established to formulate proposals to the Children's Services management team for consideration at the end of July. |
| 8b | | Appoint Common Assessment Framework Co-ordinator | September 2012 | Post to be filled from within existing financial resources | Family Support Manager | All agencies know where to go for support with early intervention cases. Increased use of CAF. | Following interviews early in July a successful applicant has been offered the post |
| 8c | | Maintain and build on current successful initiatives to increase use of Common Assessment Framework and secure engagement of partner | October 2012 | Common Assessment Framework Co-ordinator post | Family Support Manager | 300 Common Assessment Frameworks completed in 2012/13 | 18 CAFs were completed during April and May 2012 which is below target but the newly appointed CAF Co-ordinator will facilitate |

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| | | agencies to embed Common Assessment Framework in their working practices and to take on the role of Lead Professional where appropriate | | | | | progress |
| 9a | Develop more effective consultation arrangements by children's safeguarding services and health care providers with children and parents, and learning from complaints and representations, to inform service improvement and planned outcomes. | Develop and implement service user evaluation process for children and their family subject of child protection services | October 2012 | Staff time/ increase social work time allocated to service user evaluation | Child protection Coordinator and Team Managers | Evaluation intelligence to be incorporated in all child protection quarterly reports, that support service development | Child protection service user evaluation template under development. To be fully operational end of July 2012. |
| 9b | | Develop and implement Complaints and Representation evaluation for Children's Services | October 2012 | Increase in resources allocated to evaluation of complaints for Children's Services | Complaints Co-ordinator (Social Care and Schools) | Evaluation intelligence to be incorporated into all Complaints and Representation reports, that support service development | Complaints Coordinator agreed to revise quarterly departmental reports to improve analysis of Complaints and Representations. |
| 9c | | Children's Rights Officer (CRO) to support where appropriate children to attend and contribute to child protection conferences | October 2012 | Staff time/increase in Children's Rights Officer resource allocated to children subject of child protection plans | Children's Rights Officer | Increased attendance at child protection conferences by young people. | Children's Rights Officer service promoted across all teams on a planned basis. Pool of advocates agreed to provide service in absence of Officer working part-time hours |
| 9d | | Develop Participation Strategy to make sure that children's services hear and respond to the views of residents and their children | October 2012 | Staff time | Children's Partnership Manager | Evidence that children's views led to developments in services | The Participation Strategy has been reviewed and is being implemented. |

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| 9e | | Develop existing mechanisms, such as the Youth Council, Children in Care Council and outreach work more systematically to gather and respond to young people's views | October 2012 | Staff time in Youth Services, Safeguarding & Specialist Services and Corporate Parenting | Children's Partnership Manager | Evidence that views gathered are routinely used to inform service improvements and provide feedback to Young People on changes made. | The Participation Strategy has been reviewed The Participation Strategy has been reviewed and is being implemented. |
| 9f | | Improve processes to ensure views of vulnerable/minority groups are heard and given appropriate weighting in consultation exercises. | October 2012 | Staff time , Community and Faith and community groups | Children's Partnership Manager | Evidence of improvements made in response to views expressed and improvements in levels of participation by minority groups | The Participation Strategy has been reviewed The Participation Strategy has been reviewed and is being implemented. |
| 10a | Develop more effective arrangements for local authority commissioning and contracting of services from the voluntary and community sector, enabling business and continuity planning to take place more efficiently. | As part of commissioning arrangements, develop three-year Service Level Agreements with those voluntary sector organisations who deliver key services. | October 2012 | Staff time to develop a revised framework and SLA | Procurement Partner | Revised three year agreements and SLA in place to offer indicative three year funding with annual review and suitable break clause | Children's Services have agreed to three-year funding for our main third sector partner. A response is awaited from Health colleagues. |
| 10b | | Embed robust and timely contractual and monitoring arrangements, with support from the Procurement Team. | October 2012 | Staff time | Procurement Partner | Contracts and SLAs are drafted and agreed by the beginning of the respective contract period, with appropriate reviews detailed and completed on a timely basis. | Contracts and SLAs are being reviewed |

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| 11a | Develop effective and co-ordinated health, Children's Partnership and Safeguarding Children Board strategies and delivery of services targeting the high level of teenage conceptions, particularly amongst those most vulnerable young people within the area. | Review and revise pathway plans for Looked After Children to include a focus on sexual health and work to prevent teenage conceptions. | October 2012 | Staff time | Service Manager (Looked after children) | Looked after children receive timely sexual health advice, which results in lower levels of unplanned teenage pregnancies | On schedule for August |
| 11b | | Work with schools and health providers and commissioners to identify ways to provide earlier, proactive and more effective sexual health advice, especially for vulnerable young people. | October 2012 | Staff time | Head of Services for Families & Young People | Vulnerable Young people have access to appropriate Sexual health advice to reduce levels of teenage pregnancies. | In progress. Vacant Senior Youth Worker (who will lead on this work) post approved by Managed Vacancy Panel. |
| 11c | | Ensure that young people within the high need families supported by the Intensive Family Support Project receive targeted support to reduce/prevent risky behaviour. | Oct 2012 | Staff time | Intensive Family Support Project Manager | Assessments identify young people engaged in, or at risk of, risky behaviour and support plans identify specific actions to address this | In progress. All new referrals accepted from 1 April 2012 undergo an 8-week assessment process, including identification of risky behaviour issues |
| 11d | | Local Safeguarding Children Board to receive report and improvement plan from Teenage Conceptions Steering Group analysing the extent and nature of teenage pregnancies, and actions to tackle high conception levels | Sept 2012 | Staff time | Existing reports to Teenage Conceptions Steering Group | Teenage pregnancy issues are addressed | In progress. Senior Youth Worker will co-ordinate work streams and improvement plan across agencies. |

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| Services for Looked After Children | | | | | | | |
|---|--|---|----------------|--|---|--|---|
| | Outcome (Ofsted's recommendation) | Action required | By when | Resources | Lead Officer(s) | Outcome target/ evidence measure | Progress |
| 12a | Ensure that all current young people leaving care live in safe, stable and sufficiently supported accommodation, and that there is no planned recourse to bed and breakfast accommodation as a suitable alternative. | Identify all care leavers not in suitable/safe accommodation | May 2012 | Staff time | Service Manager (Permanency and Placements) | All care leavers to be prioritised for suitable accommodation | All care leavers in bed and breakfast accommodation have been identified and presented to the May Housing Panel so that alternatives can be planned using existing Housing Association stock. |
| 12b | | Cross Directorate collaboration to provide sufficient, good quality accommodation with required level of support for all care leavers | October 2012 | Access to S106 funding and Housing Association contributions, subject to feasibility studies | Head of Safeguarding & Specialist Services | All care leavers to be in suitable accommodation | Preliminary costs of bringing York Road flats back into commission have been identified and will be reported to Cabinet when confirmed. |
| 13a | Ensure that all looked after children are seen alone, have their wishes and feelings recorded. | Social workers to record systematically children being seen, and seen alone, including wishes and feelings | May 2012 | Staff time | Team Managers | Supervision audits undertaken by managers every six months will provide evidence that all looked after children are seen alone and their wishes and feelings are recorded. | Subject to their age and ability all looked after children are now seen alone |
| 13b | | Crystal report from PARIS implemented to | May 2012 | Corporate Information Team | Information Team Manager | PARIS report used by team managers to ensure | See above |

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| | Outcome (Ofsted's recommendation) | Action required | By when | Resources | Lead Officer(s) | Outcome target/ evidence measure | Progress |
| | | monitor that children are seen alone during visits to looked after children | | resource | | visits and outcomes are recorded | |
| 13c | | Team Managers to monitor looked after children being seen alone and wishes/feelings being recorded in supervision and challenge when this is not happening. | June 2012 | Staff time/ increase manager time allocated to supervision | Team Managers | Team managers can see records evidencing that children have been seen alone | Team managers to use Crystal report as basis for supervision discussion. Twice yearly supervision audit to confirm wishes/feelings of looked after children are recorded. |
| 13d | | Independent Reviewing Officers to monitor and report children being seen, and seen alone through Statutory Review meetings | June 2012 | Staff time/increase in Independent Reviewing Officers time allocated to quarterly reports to Safeguarding & Specialist Services Management Team | Independent Reviewing Officers | Improved visiting, and children being seen alone, as confirmed in Independent Reviewing Officers monitoring reports. | Children's Rights Officer to use review meetings to monitor and raise where appropriate in twice monthly meetings with Service Managers. Information regarding visits/being seen alone to be built into quarterly reports from July 2012 |
| 14a | Ensure that access to advocacy, consultation, | Review Children's Rights Officer | May 2012 | Staff time | Children's Rights Officer | Ensure comprehensive promotion and written | Children's Rights Officer |

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| | participation, representation and complaint processes are promoted for all children and young people. | communications strategy | | | | materials available for all looked after children | communications strategy 2012/13 agreed. Promotional materials reviewed and printed. |
| 14b | | Review Children's Guide, Looked After Children pack and Council Pledge Documents include full reference to Children's Rights Officer service | May 2012 | Staff time | Children's Rights Officer | Ensure that all looked after children written materials promote full use of advocacy, participation, and support young people to make representations/ complaints | Promotional materials reviewed. Information printed for looked after children |
| 14c | | Children's representations are encouraged, collated and reported by Independent Reviewing Officers | May 2012 | Increase Independent Reviewing Officer time allocated to reporting to Management Team | Independent Reviewing Officers | Improved use of children's representations, and information analysed by Independent Reviewing Officers to support service development. | Representation made by looked after children to be included with analysis/ recommendations for quarterly reports for 2012/13 business cycle. |
| 14d | | Complaints are reported on a systematic basis to Senior Managers | July 2012 | Staff time/ increase time allocated to complaints monitoring and reporting | Complaints Co-ordinator (Social Care and Schools) | Improved use and analysis of children's complaints to support service delivery | See 9B. |
| 15a | Ensure managerial supervision, support, direction and quality assurance responsibilities are consistently implemented, incorporating the use of reflective approaches to | Audit of supervision records of all children looked after | May 2012 | Staff time | Head of Safeguarding & Specialist Services | Identify individual cases requiring remedial action, and address the issues. | Completed. |
| 15b | | Team Managers to ensure that Care Plans | May 2012 | Staff time/ increase in time | Team Managers | Periodic audit of supervision records | Twice yearly supervision |

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| | challenge practice and improve outcomes for looked after children. | are used as the basis for supervision of all children looked after | | allocated for supervision | | demonstrate improved oversight/direction/timely action | audit built into quality assurance strategy |
| 15c | | Develop Team Managers as Reflective Supervisors | Programme started May 2012 | Staff time/ CWDC grant | Training Manager | Periodic audit of supervision records demonstrate improved oversight/direction/timely action | See 1 C |
| 16a | Ensure social care and health assessments for looked after children identify and take full account of children's ethnicity, culture and religious needs. | Social workers in Children in Need and Children in Care teams to undertake training on working with children from a Black and Minority Ethnic background | May 2012 | Staff time/ CWDC grant | Training Manager | All social workers complete the training | Training commissioned. To be delivered by the end of July 2012 |
| 16b | | Audit of Care Plans and assessments to be undertaken from the perspective of meeting children's ethnicity, cultural, and religious needs | October 2012 | Staff time/ increase management time allocated for audit purposes | Team Managers | Audit to demonstrate improved identification of ethnicity, cultural, and religious needs | Audit built into quality assurance strategy |
| 17 | NHS Berkshire, in conjunction with the Royal Borough of Windsor and Maidenhead and Berkshire Healthcare NHS Foundation Trust to implement a sustainable response to existing staffing capacity challenges of the looked after children health care team. | Work with Berkshire Healthcare NHS Foundation Trust to identify and address capacity challenges. | August 2012 | One fte post | NHS Berks Locality Director, Slough | A new dedicated nurse practitioner is in post | Recruitment to this post has been agreed |
| 18a | Ensure care plans are evaluative of parenting capacity, benefit from timely | Audit of care plans of children in the long term care of the local | August 2012 | Staff time/ increase in proportion of | Service Manager (Permanency and Placements) | Identify if there are children whose circumstances require | On schedule for August |

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| | parenting assessments where indicated, ambitious to achieve sustainable arrangements for children, and robust in identifying contingency arrangements. | authority | | management time allocated for audit purposes | | contingency arrangements, and any reassessment of parenting capacity | |
| 18b | | Audit of care plans for children whose permanency plan is not established | August 2012 | Staff time/ increase in proportion of management time allocated for audit purposes | Service Manager (Permanency and Placement) | Ensure that all parenting assessments are delivered in a timely manner, and care plans are evaluative of parenting capacity | On schedule for August |
| 19a | Ensure all care, pathway and healthcare plans for young people preparing to leave care take full account of their capacity and likely vulnerabilities with regard to accommodation needs, substance misuse and teenage pregnancy as well as their mental well-being. | Develop and deliver a life skills programme for young people in preparation for leaving care and during transition. | August 2012 | Staff time/ increase in social work time allocated to life skills development | Service Manager (Permanency and Placement) | Evaluation of programme with young people will demonstrate improved life skills addressing individual vulnerabilities | On schedule for August |
| 19b | | Develop foster carers to enable them to deliver aspects of life skill preparation | August 2012 | Increase in social work time allocated to life skills development | Service Manager (Permanency and Placement) | | |
| 20a | Ensure the roles and responsibilities of reviewing officers are implemented to reflect duties to champion permanent solutions for children, set ambitious, yet realistic, timescales for plans and report robustly on individual cases and on thematic basis. | Review Independent Reviewing Officer (IRO) guidance document to ensure that roles and responsibilities are clear to staff undertaking reviews of looked after children | May 2012 | Staff time | Service Manager (Safeguarding) | Local guidance directs officers to ensure that they champion permanent solutions for children | Guidance reviewed. Roles and responsibilities of Children's Rights Officer detailed and meets statutory requirements. |
| 20b | | Independent Reviewing Officers meet on a | May 2012 | Staff time/ Increase | Independent Reviewing | Fortnightly meetings with agreed minutes/actions/ | Implemented. Children's |

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| | | fortnightly basis with Service Managers and Team Managers to highlight cases of concern | | management time allocated to Looked After Children reviews | Officers | timescales are reported to Safeguarding & Specialist Services Management Team on a monthly basis to inform quarterly reports. | Rights Officers meet with Service Managers on fortnightly basis. |
| 20c | | Independent Reviewing Officers to review and revise quarterly reports to Safeguarding & Specialist Services Management Team | July 2012 | Staff time/ increase Independent Reviewing Officer time allocated to quarterly reporting | Independent Reviewing Officers | Improved collation of individual/thematic issues inform service development | Quarterly reporting format revised. First report timetabled for July 2012 |
| 20d | | Review/revise Care Plans so that all plans have clear objectives with associated timescales, with contingency planning articulated | July 2012 | Staff time/ PARIS team resources | Service Manager (Safeguarding) | Revised plans lead to improved direction and timely delivery of services | Task and finish group set up. Revised planning to follow agreed child protection model. |
| 21 | Secure sufficient stable, supported and affordable accommodation for care leavers and ensure they receive sufficient and suitable preparation for full or supported independence. | See 12b (accommodation); and 19a (life skills programme). | October 2012 | To be advised | Head of Specialist and Safeguarding Service | Increased capacity and choice of accommodation for care leavers | Preliminary costs have been obtained but further work needs to be done on fire safety |
| 22 | Increase local placements capacity, maximising the provision of family based care as close to home communities and schools as possible. | To review Looked After Children Sufficiency Strategy 2011/12, and implement targets for 2012/13 | July 2012 | Staff time | Service Manager (Permanency and Placements) | Recruitment and placements capacity meets local needs. | On schedule |
| 23a | Develop further targeted support, assessment and intervention services for those | Specify 'at risk of being looked after' as one of the local eligibility | October 2012 | Troubled Families payment-by-results funding | Family Support Manager | Case tracking evidences positive outcomes for families through Key | Of the 23 cases opened to the Intensive Family |

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| | children identified as at risk of becoming looked after. These should, wherever possible, adopt joint and coordinated approaches by all key partner agencies to addressing risks and needs. | criteria for the Intensive Family Support Project. | | | | Worker support | Support Project since 1 April, 11 have children on the edge of care |
| 23b | | Apply to Development Fund for monies to enable the Intensive Family Support Project to work with 'at risk of being looked after' families who do not meet the criteria for payment-by-results | September 2012 | Development Fund | Family Support Manager | Project evaluation evidences cost savings to the local authority through prevention of children being taken into care | Application for Development Fund for additional support and capacity to be submitted to CMT in July 2012. |