

POST OFSTED/SSI ACTION PLAN 2004							
Ofsted Key Recommendations		Action	Time Scale	AD/ Officers Responsible for Action	MAY 2004 Success Criteria	Links with DDP	Progress/ Evaluation
Section 1 Corporate leadership of education Child Protection	Ofsted 1a. Make sure that schools' child protection policies are checked regularly.	Prepare additional guidance for schools on child protection including model policy.	September 2004	Janette Karklins	Additional guidance prepared and distributed	Key Objective 2 Keeping children safe & thriving	Progress evaluated through a report to DMT in March 2005 and a Report to CFS Sub Committee
		SSE to be reviewed to include child protection information.	July 2004, SSE amended from September 2004		SSE includes child protection information		
		Incorporate monitoring of child protection procedures including checking the policy in one of the SSE visits by advisers, comments to be included on the visit report and monitored by the senior advisers.	From September 2004		Monitoring and review of the visit reports indicates that child protection policies in schools meet the guidance for best practice		
	Ofsted 1b. Take action to make sure that social care staff can cope with their workloads and successfully safeguard children.	See SSI Action Plan SSI 2.1, 2.2, 3.1, 3.2, 3.3, 3.4, 6.3, 6.4		Colin Tucker			

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<p>Section 1 Corporate leadership of education</p> <p>Leadership of senior officers</p>	<p>Ofsted 1.2 Work with head teachers and social care staff to examine their concerns about communication and to strengthen partnership working within the authority.</p>	<p>Develop and consult on a strategic planning framework for children’s services.</p>	December 2004	<p>David Hawker, Janette Karklins, Elizabeth Wylie, Rosalind Turner, Colin Tucker, Liz Rugg</p>	<p>Framework drafted consultation & agreement.</p>	<p>Key Objective 4 Delivering services in partnership with young people & their communities (DDP 4.6)</p>	<p>Annual review and through CFSMF and Headteachers’ Steering Group termly meetings</p> <p>Report to CFS Sub Committee</p>
		<p>Provide regular written updates on service developments, including the Children’s Trust and the internal service reconfiguration via Children First, Friday Update and team briefings based on key messages agreed by DMT and/or CoG.</p>	June 2005		<p>Staff survey confirms that 60% of staff have used Children First. 60% of managers have read the Friday Update.</p>		
		<p>Use team briefings to feedback concerns and suggestions from staff to DMT and/or CoG.</p>	October 2004		<p>All teams have produced a briefing sheet at least twice 90% of staff have read their team briefing sheet. 80% of staff attend briefing/workshop 20 workshops/briefings held</p>		
		<p>Organise programme of face to face team briefings/workshops with senior managers. Continue programme of learning labs to explore issues put forward by staff Broaden programme to embrace other branches in CFS</p>			<p>Special features in Children First Action taken to address concerns raised, and communicated to staff</p>		
		<p>Provide feedback on how those briefings have influenced service development</p>	March 2005	Tina Perrett			

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		Survey staff on effectiveness of communications	March 2005	Tina Perrett/ Chris Wilson	Unions consulted Survey conducted Results communicated to staff		
		Produce clear summaries of key strategic documents, for staff reference	June 2004 and ongoing	Tina Perrett	List of strategies compiled & kept up to date, and accessible via 'The WAVE' and education online.		
		Identify up and coming issues with headteachers and CFS staff. Plan actions and prioritise workload towards addressing these issues.	At the beginning of each term in consultation with Headteachers' Steering Group and CFSMF.		Up and coming issues are included as part of the regular agenda setting carried out through Headteachers' Steering Group and CFSMF		Evidence that planning is being directed to addressing the identified issues eg through headteacher meetings and CFSMF.
		Arrange themed 'drop in' sessions to discuss current issues.	Sessions to take place each half term led by a member of DMT.	Andrew Parfitt	Half termly 'drop in' sessions are attended by at least 10 CFS staff and school based staff.		
		Set up programme of visits to teams by DMT members and senior managers to meet front line staff.	ongoing				
		Set up informal visits/meetings between different parts of the service (eg headteachers and	ongoing				

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		social worker teams) Ensure representation of heads, social workers and other key stakeholders on strategic planning groups, and facilitate the communications and feedback process with their broader <ul style="list-style-type: none"> • Review and clarify membership of groups • Review and clarify feedback arrangements 	October 2004	Janette Karklins/ James Dougan/ Colin Tucker/ Chris Wilson	Definitive list of groups and their membership on The WAVE and Education Online. Feedback and constituency arrangements agreed as part of the remit for each group.		
		Include questions about the functioning of strategic groups in the staff survey	March 2005		Groups are representative and feedback/consultation is felt to be affected by the staff via the survey		

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<p>Section 4 Support for special education needs</p> <p>Strategy for special educational needs</p>	<p>Ofsted 4.1 Produce a single written plan which shows how the very high expenditure on special schools will be reduced, and how progress will be checked.</p>	<p>As part of the overall review of SEN provision improve value for money in special schools, by a review of the number and type of special schools and the funding matrix.</p>	<p>December 2004</p>	<p>Elizabeth Wylie</p>	<p>SEN review completed by December 2004</p> <p>Actions with timescales proposed following the review</p>	<p>Key Objective 1 High achieving, inclusive schools & learning</p>	<p>Report to CFS Sub Committee</p>
<p>Section 4 Support for special educational needs</p> <p>Value for money</p>	<p>Ofsted 4.2 Make it clear how staff in special schools will work with teachers in mainstream schools, and how the difference they make will be assessed</p>	<p>As part of SEN Review, determine how and by whom support is provided. Identify the funding streams.</p> <p>Monitor and evaluate the outcomes of support.</p>	<p>September 2004</p> <p>September 2004 January 2004 April 2004</p>	<p>Elizabeth Wylie, Janette Karklins</p>	<p>SEN review completed by December 2004</p> <p>Support available to mainstream schools clarified and outcomes monitored and evaluated</p>	<p>Key Objective 1 High achieving, inclusive schools & learning</p>	<p>Report to CFS Sub Committee</p>

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<p>Section 5 Support for Social Inclusion</p>	<p>Ofsted 5.1 Prepare a medium term financial plan for preventative services, take account of current and future funding streams, and cost anticipated work over the next five years</p>	<p>Identify all initiatives funded by short term finance and when this funding will end.</p> <p>Develop a medium term financial strategy for the Directorate.</p>	<p>September 2004</p> <p>December 2004</p>	<p>Rosalind Turner</p>	<p>Report outlining short term funding streams produced with finance.</p> <p>Strategy setting out how preventative services funded by short term grant will be mainstreamed and incorporated into the overall budget strategy.</p>	<p>Key objective 2 Keeping Children Safe and Thriving</p>	<p>Strategy agreed with DMT, TMT & P & R.</p> <p>Audit of preventative services confirms effectiveness of targeting resources and medium term financial plan (September 2005)</p>
<p>Section 5 Support for Social Inclusion</p> <p>Children who are not educated in schools</p>	<p>Ofsted 5.2 Ensure that good information is collected from schools and other services on all these groups of pupils so that how they are doing is better known</p>	<p>Single officer named as the accountable person for collating data centrally across the schools and CFS.</p> <p>Conduct an audit and compile a central register of all pupils not educated at school which includes their educational record of progress.</p> <p>Information to be refreshed & monitored half termly</p>	<p>September 2004</p>	<p>Janette Karklins, Jacqueline Coe, Barbara Benson</p>	<p>Central register and database compiled of all pupils not educated at school which is refreshed and monitored half termly.</p>	<p>Key Objective 1 High achieving, inclusive schools & learning</p>	<p>Report to Inclusion Working Group and DMT.</p> <p>Report to CFS Sub Committee</p>

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<p>Section 5</p> <p>Support for Social Inclusion</p> <p>Looked After Children</p>	<p>Ofsted 5.3 Set up better procedures for monitoring the quality of personal education plans and improve the use of the information kept on these children</p>	<p>Develop joint (ESCC & WSCC) guidance and good examples of completed PEPs to be shared with schools and CFS staff.</p>	September 2004	<p>Janette Karklins, Linda Ellis, Nick Dry, Sue Darby</p>	<p>Improved planning format and monitoring system for LAC education.</p>	<p>Key Objective 1 High achieving, inclusive schools & learning</p>	<p>LAC project to monitor quality and effectiveness of PEPs. Moderation to be carried out with ESCC & WSCC. LAC Development Officer each term to oversee a sample of PEPs and the use of the information contained in them. Termly written report to AD QSL. Report to CFS Sub Committee.</p>
		<p>Designated teachers and named care workers to improve the quality of information on PEPs.</p>	March 2005		<p>All PEPs completed to the required standards</p>		
		<p>Clarify roles and responsibilities of schools and in particular the designated LAC teachers, social workers, LAC Development Officer, with regard to monitoring and reviewing PEPs and what to do if quality does not meet standards.</p>	September 2004		<p>Better information exchange and evidence of improved quality of PEPs</p>		
		<p>Review the existing databases and prepare actions including costings to integrate these electronically.</p>	July 2004				

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<p><u>Standard 1</u></p> <p>National Priorities and Strategic Objectives</p>	<p>SSI 1.1 The Directorate should consider further means to increase the effectiveness of the partnership with the Children’s Rights Service</p>	<p>Develop systems and procedures to enable the active participation of children and young people in service review and improvements</p> <p>Provide information to children and young people to enable them to give comments on services.</p>	<p>December 2004</p>	<p>James Dougan</p>	<p>Children and young people actively involved in proposing improvements to services. Comments recorded and reviewed</p> <p>Comments reported and monitored by DMT.</p>	<p>Key Objective 4. Delivering services in partnership with young people and their communities (DDP 4.1 & 4.2)</p>	<p>Annual report on the impact of children and young people views on services.</p>
		<p>Tender the Children’s Rights Service (CRS) to provide an independent service</p>	<p>April 2005</p>	<p>James Dougan</p>	<p>Service tendered and seen to be independent by users</p>		
	<p>SSI 1.2 At the earliest opportunity a communication strategy needs to be implemented and opportunities to involve staff directly in service development should be afforded.</p>	<p>See Ofsted 1.2</p>					

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Standard 2 Effective- ness of Service Delivery	SSI 2.1 The directorate needed to confirm measures designed to ensure that cases at risk of drifting were identified early. (See SSI 6.3)	Strengthen the arrangements for file auditing through quarterly file audits and Section 47 monthly audits. Any cases where drift is identified to be reported to Head of Service (HoS).	December 2004 ongoing	Liz Rugg/ Colin Tucker	Quarterly file audit undertaken. Monthly Section 47 audit undertaken by HoS.	Key Objective 5 Ensuring the directorate is fit for its purpose (DDP 5.10)	All audit themes aggregated in six monthly report for OMG and DMT.	
	SSI 2.2 Continuing attention was required to ensure that the capacity of services was maximised.	Compare our statistics with the definition of CIN census data of case allocation and what is an acceptable caseload. Ensure that staff are deployed appropriately to meet short term and long term needs.	June 2005	Colin Tucker/ Rosalind Turner	A percentage reduction in referrals to DAT and increase in referrals to the area based teams			Report to DMT on staffing levels in relation to CIN census data
		Interrogate information available from the Matching Needs & Services audit to assist this process & develop LAC action plan.	May 2004 & onwards	Colin Tucker/Liz Rugg	Reduced rate of increase in numbers of LAC			
		Implement the Commissioning Framework and match needs with commissioning decisions.	June 2004 & onwards	James Dougan	Commissioning Framework implemented			Report to DMT, TMT and CFS Sub Committee

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<p>Standard 3</p> <p>Quality of services for Users and Carers</p>	<p>SSI 3.1 The directorate needed to review the effects of case “log jamming” in fieldwork services and take the necessary action to alleviate risk.</p>	<p>Transfer cases held within the DAT pend system to family support teams. Implement the transfer protocol between DAT/RACH and Long Term teams. See also 6.4</p>	<p>April 2004</p> <p>September 2004</p>	<p>Colin Tucker</p>	<p>More effective throughput and allocation of cases.</p>	<p>Key Objective 5 Ensuring the directorate is fit for its purpose (DDP 5.2)</p>	<p>Report to DMT, TMT and CFS Sub Committee</p>
	<p>Define what are reasonable and appropriate staffing levels within Children’s Social Care, in order to meet need and legal responsibilities to an acceptable standard</p>	<p>Gap analysis of workload projections of need and demand against capacity within current/full staffing establishment</p>	<p>April 2005</p>	<p>Colin Tucker</p>	<p>All staff working within revised case load management limits</p>	<p>Key Objective 5 Ensuring the directorate is fit for its purpose (DDP 5.12)</p>	<p>Report to DMT, TMT and CFS Sub Committee</p>
	<p>SSI 3.2 The directorate needed a strategy to ensure that reviews were completed within statutory time scales.</p>	<p>Recruit additional capacity to Reviewing Team. Identify ongoing reviews at least one month before due date to ensure reviews held within time-scales. Report to AD any reviews out of time scales or cancellation of reviews.</p>	<p>September 2004</p>	<p>Colin Tucker/ Liz Rugg</p>	<p>100% of CP & at least 80% LAC reviews are held on time</p>	<p>Key Objective 5 Ensuring the directorate is fit for its purpose (DDP 5.12)</p>	<p>Report to DMT, TMT and CFS Sub Committee</p>

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<p>SSI 3.3 The directorate needed to ensure that case planning was consistently effective.</p> <p>SSI 3.4 The directorate should set in place a review of case file structure to improve the case record's effectiveness as a support to good practice standard.</p>	<p>Establish a monitoring system to record supervision See also 2.1 & 6.4</p>	<p>April 2004 & onwards</p>	<p>Colin Tucker</p>	<p>Audit shows effective case planning. All staff trained in case planning requirements & compliance ensured through supervision & audit of case planning.</p>		
	<p>Establish local referral panels as part of the area teams to ensure more effective planning.</p>	<p>September 2004</p>	<p>Rosalind Turner</p>	<p>Local referral panels in operation.</p>		
	<p>Commission review and make recommendations on the structure of case files</p>	<p>September 2004</p>	<p>Liz Rugg</p>	<p>Case files organised effectively</p>		
	<p>Case files signed by supervisor as part of supervision and quality assured by supervisor.</p>	<p>September 2004</p>	<p>Colin Tucker</p>	<p>Case files organised effectively</p>		
	<p>Implement next phase of electronic case file system</p>	<p>September 2005</p>	<p>Liz Rugg</p>	<p>Next phase of electronic case file system in place</p>		

APPENDIX 1

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SSI Recommendations		Action	Time Scale	AD/ Officers Responsible for Action	Success Criteria	Links with DDP	Progress/ Evaluation
Standard 4 Fair Access	SSI 4.1 The directorate should reinforce to all staff their responsibilities to ensure that the complaints service is effective.	Review the management and reporting of children's service comments and complaints to ensure that staff are confident about dealing with complaints and representation. Introduce standard information about access to the complaints process on all correspondence.	September 2004	Colin Tucker	Managers & staff exhibit a positive approach to feedback & complaints	Key Objective 4 Delivering services in partnership with young people and their communities (DDP 4.1& 4.2)	All complaints dealt with correctly and to timescale. DMT to review complaints every 6 months
		Provide interim guidance to be issued to staff on actively seeking user feedback.	September 2004	Colin Tucker	Interim guidance issued		
		Review system in the light of new national requirements	April 2005	James Dougan	Review undertaken		
		Set up and carry out an annual customer survey to track improvements in service delivery.	March 2005	Liz Rugg	At least 20% response rate to the annual customer survey to track improvements in service delivery		

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<p>Standard 5</p> <p>Cost and efficiency</p>	<p>SSI 5.1 The council and the directorate need to assess whether the children's social care base budget is sufficient to meet demands.</p>	<p>Implement the Children's Trust Commissioning framework for social care services as follows:</p> <p>i) Undertake a demographic analysis of service need across the social care, education and health economies and determine how services match the needs of children and families in the city.</p>	Ongoing	James Dougan	Resources are reallocated in response to the identified pattern of need.	Key Objective 5 Ensuring the directorate is fit for it's purpose (DDP 5.10) (DDP 5.12)	Report to DMT, TMT and CFS Sub on whether the council is investing in the right services to appropriate levels and has suitable vehicles for service delivery
		<p>ii) Redesign services to fit within the funding available.</p> <p>iii) Analyse the implications of the Matching Needs and Services audit and undertake a gap analysis based on it.</p>	Ongoing	DMT			
		<p>iv) Compare service provision & its unit cost across other services.</p> <p>v) Use benchmarking with other authorities to determine whether services are over or under resourced in relation to the need.</p>	Sept-Dec 2004	Rosalind Turner/ Colin Tucker/ James Dougan			
	<p>Prepare a report for TMT in preparation for 2005/06 budget setting.</p>	September 2004	David Hawker	Report to TMT			

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SSI 5.2 The directorate needs to begin discussions about future plans with the providers of grant funded services with a view to developing a medium term financial plan for preventive services.	See Ofsted Action Plan 5.1					

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Standard 6 Management and Resources	SSI 6.1 The council needed to further consider the role of scrutiny with a view to establishing its role in ensuring that all key national and local issues affecting children were considered.	Review the role of the three scrutiny boards in relation to CFS issues & rationalise into a single scrutiny process. Clarify the relationship between the scrutiny function & CFS sub committee	May 2005	David Hawker/ Alex Bailey	Scrutiny reorganised following review & revised terms of reference adopted. Members and officers are clear about the respective roles of scrutiny & CFS sub committee. Annual plan for scrutiny agreed.	Key Objective 7 Develop internal systems, structures and procedures	Review December 2005
	SSI 6.2 The directorate needed to reinforce the performance management culture and requirements.	Restate the corporate requirement for performance management & provide additional training for implementation. Ensure that all managers are aware of their responsibilities with regard to performance management. More effective use of performance data in monitoring services and forward planning.	July 2004	David Hawker & DMT	Performance management is in place for all staff in CFS and operating to the set time scales. All staff aware of key performance information for their part of the service. Performance data used on a regular basis by branch management & service teams to target improvement.	(DDP 7.7) Key Objective 5 Building an effective	Report to DMT on performance management across CFS Report to DMT, TMT and CFS Sub Committee

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<p>SSI 6.3 The council and the directorate needed to maintain workforce planning and monitoring as a priority.</p> <p>SSI 6.4 The directorate needed to ensure that supervision of all staff took place as required.</p>	<p>Develop a workforce planning strategy for CFS and the Children's Trust to support the integration and re-configuration of services</p>	<p>December 2004</p>	<p>David Hawker/ James Dougan</p>	<p>Strategy in place</p>	<p>workforce (DDP 5.1, 5.2, 5.4 and 5.6)</p>	
	<p>Identify how CFS workforce will need to be deployed to support the service re-configuration needed</p>	<p>September 2004</p>	<p>Rosalind Turner (DMT as internal service re-configuration Programme Board)</p>		<p>Key Objective 2. Keeping children safe & thriving (DDP 2.8)</p>	
	<p>100% supervision & use of new supervision form to review cases. Systematic review of supervision records by senior managers on a quarterly basis. All cases closed by a Service Manager.</p>	<p>September 2004</p>	<p>Colin Tucker</p>	<p>100% of Supervision sessions taking place. All staff trained in case recording & compliance ensured through supervision</p>	<p>Key Objective 5 Ensuring the Directorate is fit for its purpose (DDP 5.12)</p>	<p>Report to DMT on supervision</p>