

Post Inspection Action Plan	<p>Ofsted's inspection of Doncaster's services for children in need of help and protection, children looked after and care leavers identified four recommendations to be delivered. As we take every inspection as an opportunity to learn and improved we added a further six key actions, based on the wider findings of the report.</p> <p>This is our Action Plan, setting out the key actions that we have put into place to address each recommendation. They are tracked and monitored through our "Good to Great" programme of work.</p>
Version	3.2
	01/06/2018



Ref	Key action	Sub actions	Lead Organisation	Target Completion
1. Ensure that all social workers receive high-quality supervision, which is recorded in a timely manner.				
1.1	Improve consistent recording of supervision	Managers who supervise a high number of cases have identified significant challenges regarding the recording of case supervision. We will convene a Task and Finish Group of Team Managers to review the existing supervision template in an effort to remove barriers to timely recording whilst maintaining the quality of the record.	DCST	30/05/2016
1.2	Ensuring consistency and quality of supervision	We will utilise the data already available to us via our QA framework to report more detailed intelligence in relation to individual managers with development needs in respect of supervision. The report on a quarterly basis will support the meetings referenced in Action 2.9 and will enable targeted improvement work to be undertaken with managers where required.	DCST	15/07/2018
1.3	Ensure that in all teams supervision is carried out in line with policy	Performance reports will include data in relation to supervision frequency and performance for individual Teams and Team Managers thus enabling performance improvement activity to be targeted where needed.	DCST	Supervision trackers for all teams from March onwards. Case supervision indicator in scorecard: 30/4/2018.
1.4	Ensure consistency of supervision recording	Supervision, performance reports and audit reports will identify individuals who require additional support. Targeted support (including as appropriate, coaching, mentoring and training) will be provided on a 1:1 basis for individual managers where supervision is identified as a specific area of development need.	DCST	30/09/2018
1.5	Monitor and assure consistent quality of supervision	Centre of Excellence thematic audit to be completed on a 6 monthly basis and report to be shared with Senior Head of Service group to enable targeted and bespoke responses where performance needs to improve.	DCST	30/09/2018

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Doncaster Council



Doncaster Children's Services Trust

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2. Ensure that assessments, plans and subsequent actions are completed to the trust's standards for all children.				
2.1	Ensure reorganisation of service, including locality management delivers consistent approach to delivering plans to the Trust's standards	The new structure to be implemented from 1.4.18 will reduce the number of different Senior Heads of Service working with the localities, thus creating greater consistency.	DCST	30/09/2018
2.2	Improving the quality and consistency of assessment across the Trust	We will complete the revision of our Children and Family Assessment template to enable it to be a multi-purpose document that can be used in a variety of forums including CP Conference and LAC Reviews. This will streamline our processes including our process of reassessment whilst helping to improve quality and consistency.	DCST	30/06/2018
2.3	Improving the quality and consistency of assessments and plans across all teams in the Trust	The May Stop the Clock workshop will focus on best practice in assessment and planning.	DCST	31/05/2018
2.4	Ensuring that children's plans are of consistently good quality across the Trust	We will agree a service standard for the timeliness of initial Child In Needs Plans (for example following initial assessment of need or "step down" from a Child Protection Plan) and incorporate this into our procedures and standards.	DCST	31/05/2018
2.5	Improving consistency of assessment across all teams and service areas.	We will undertake a thematic audit of the grades applied by Team Managers to the assessments that they have approved. The purpose of this is to ensure that our managers are effectively driving assessment quality by ensuring that work is completed to the Trust's standard. The findings of this audit will be shared with Senior Heads of Service to enable targeted support where necessary and will be used to support the meetings referenced in Action 2.9	DCST	30/06/2018
2.6	Improving consistency of assessment across all teams and service areas.	We will make changes to our case management system so that the Team Manager's grading of assessment quality can be captured and reported within our performance framework. This will enable us to identify individual managers who require targeted support in respect of assessment quality and standards.	DCST	31/08/2018
2.7	Improve reporting and oversight of assessment and plan quality	Develop balanced scorecard, aligned to business plan, that provides oversight of performance, including plan and assessment quality, and is used through performance clinic to identify and address any deficits. Continue to develop BI reporting suite for Managers so that they can assure the service of improving plan/assessment timeliness and quality.	DCST	31/05/2018
2.8	Ensuring that assessments and plans are of consistently good quality across the Trust	We will utilise the data already available to us via our QA framework to report more detailed intelligence in relation to individual workers or teams where quality needs to improve. The report on a quarterly basis will support the meetings reference in Action 2.9 and will enable targeted improvement work to be undertaken with individuals or teams.	DCST	15/07/2018
2.9	Ensuring that assessments and plans are of consistently good quality across the Trust	On a quarterly basis each operational Senior Head of Service will meet with managers from the Centre of Excellence. The purpose of this meeting is to enable the two parts of the service to come together to analyse data and intelligence in relation to the service area in order to identify individual, team and service strengths and areas where improvement is needed. This meeting will then be used to develop a plan for the next quarter that will address areas for improvement. The plan will include 1:1 and group support for individuals or groups as required. The impact of this work will then be measured via the QA activity in the subsequent quarter to identify if the necessary improvements have been achieved.	DCST	15/07/2018

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3. Continue to improve the availability of local placement options and ensure that national guidance is followed when placing children.				
3.1	We will ensure that any placement decisions are fully compliant with MCA and DOLs	<p>Commission a DOLS Barrister to deliver training to a selection of front-line staff including CWDT.</p> <p>Commission the same Barrister to support us to review any cases that may fall within DOLS in order to identify whether applications to court are required etc.</p>	DCST	30/06/2018
3.2	Improving the availability of local placement options for older looked after children	<p>New facility for 16 and 17 year olds in Cantley to become operational in April 2018. This will provide a closely supported and safe environment for six young people who are being supported towards independence.</p> <p>A further three similar facilities are already planned in a staged programme to 2021, providing an additional 24 new beds within the Borough for 16 and 17 year olds.</p>	DCST	31/03/2019
3.3	Improve the provision for looked after children with complex or challenging needs.	Revise residential strategy and sufficiency strategy for looked after children with complex needs. Develop and implement action plan to meet all identified planned and emergency needs	DCST	31/10/2018
3.4	Ensure staff understand and apply national guidance/local policy	Review recent research and guidance on placement of looked after children and update policy and guidance accordingly. Include specific learning through summits, workshops and Stop the Clock so all staff are clear on research findings, national guidance and local policy and practice expectations.	DCST	31/08/2018
3.4	Develop and deliver a LAC reduction strategy	<p>Establish a task group of practitioners and managers, parents and carers and children & young people to review current research, national guidance and local issues to develop LAC Reduction Strategy to safely reduce the number of children in care either by preventing the need for admission, enhancing Family Group Conferencing approaches, working towards safe rehabilitation or by supporting permanence outside the care system via alternative orders and outcomes.</p> <p>Central to this strategy will be:</p> <ol style="list-style-type: none"> 1. Comprehensive multi-agency review of children in out of district and in-house residential placements 2. Extending the use of FGC and connected persons assessments to be embedded earlier in the CiN and CP pathways. 3. Redesign SGO support offer to enable more foster carers to consider moving to permanence via SGO 4. Review all children placed with parents under Placement with Parent Regulations and establish intensive support plans to move to discharge where appropriate. 5. Review of all S20 arrangements and establish intensive support plans to move to discharge or agree longer term care plans via other orders. 	DCST	Review Strategy 30/09/2018

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4. Ensure that all children looked after and care leavers have easy access to leisure facilities.				
4.1	HOS Targeted Youth Support to meet Deputy CEO DCLT to highlight the recommendations and discuss possible options for ensuring that all LAC and Care Leavers have access to appropriate leisure facilities and provision	Meeting to be facilitated by 07/02/17	DCST	07/02/2018
4.2	Agree process for identifying all eligible young people with locality HOS which will need to include how new young people entering the cohort are identified	HOS localities and HOS Targeted Youth Support to agree process	DCST	30/04/2018
4.3	Agree comms strategy with DCLT regarding launch of leisure passes	Comms lead DCST and DCLT to meet regarding launch comms	DCST	31/05/2018

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** Additional post-SIF actions - not related to Ofsted Recommendations but referenced within the Published Inspection Report **				
5.1	Improve quality of practice and timeliness of work under Public Law Outline (para 18).	1) Review of PLO and Care proceedings tracker. 2) Launch of new ToR for Legal Gateway Panel which will provide focus on improving the quality and timescales for completion of pre-proceedings work. 3) Care Proceedings Case Manager to deliver PLO training as part of NQSW programme and social work inductions. 4) Develop a process for sampling and reviewing cases on a quarterly basis that have concluded beyond 26 weeks and cases which have concluded in significantly less than 26 weeks in order to consider any future learning and development needs. 5) Continuance of regular meetings to take place with CAFCASS, head of legal services and senior head of service with responsibility for PLO 6) Head of legal services and senior head of service to continue to attend FJB Sub Group and FJB 7) Head of legal services to continue to meet with the designated family Judge Her Honour Judge Carr QC.	DCST	31/07/2018
5.2	Close the gap in achievement between looked after children and their peers (para 24)	The draft Virtual School Improvement Plan shared on 4th April 2018 has 6 Improvement Priorities: 1) Improve quality of PEPs. 2) Improve understanding of the emotional health and well-being needs of the CiC cohort, particularly adolescent entrants to care. 3) Improve the confidence of foster & residential carers about schools and education (extending this to adoptive/CAO/SGO carers as required by new statutory guidance). 4) Improve the positive impact of education provision for children in the care of Doncaster. 5) Improve the impact and value for money of the Virtual School. 6) Improve the impact and value for money of the Virtual School Governing Body.	DMBC	31/08/2019
5.3	Close the gap in achievement between looked after children and their peers (para 24)	Develop and deliver strategy to support Foster Carers and children's homes to support learning. Ensure we fully understand our children's aspirations and provide support to achieve them	DCST	Refreshed Jan 18. Next refresh Jan 19
5.3	Review prospective adopter process and forms so that core information is clear, and there is succinct analysis (para 29)	Review individual practice and address through supervision Provide training for all adoption and fostering staff on analysis in assessment	DCST	30/06/2018
5.4	Reduce variability in quality of permanence reports (para 30)	Panel advisor to provide training for all workers and managers on completion of good quality CPR's POP Panel chairs to ensure improvement actions noted in panel Panel Advisor to monitor progress of improvement actions Independent thematic audit of CPR's by Safeguarding and Standards Unit	DCST	Review due end of June 2018
5.5	Reduce variability in quality of pathway plans, including reduction in length (para 34)	1) Review and update of current 2 stage Pathway Plan on LCS 2) Audit and analysis of Pathway Plans - thematic and through monthly sampling 3) VS to launch new PEP process, to align to Pathway Plan 4) Practice Advisors to complete focussed work on Pathway Plans with IFT	DCST	30/06/2018