

APPENDIX 1 - Peer Review Action Plan 1.11.19 (V1)

Areas for Development	Actions to support Improvement	Progress against the actions	Deadline	Lead person	RAG rating
<b>Quality of Care planning &amp; Review</b>					
Some evidence of delay in permanency planning	Review current systems/processes regarding permanency in both CIC & fostering and adoption services	Working with colleagues in the permanency service reviewing systems and processes over the next 3 months	31.3.20	HOS Corporate Parenting	Amber
	Set deadlines for revocation of outstanding orders that are impacting on perm planning for children	Retrospective work is being undertaken by CIC SWs to cease/revoke orders that are impacting on perm planning.	31.3.20	HOS Corporate Parenting	Amber
	Where a child has been waiting for an adoptive placement for	See above		HOS Corporate Parenting	

	12 months or more, review these to consider revocation				
Caseloads impacting on proactive delivery of interventions	Review of caseloads & consider an agreed ceiling cap on caseloads	Agency staff have joined the service to offer immediate respite to caseloads. The review of caseloads and forecasting is yet to begin. Recruitment of perm staff is also occurring to reduce the reliance on agency staff by March 2020	31.3.20	HOS Corporate Parenting	
	Recruit more in house foster carers for children to have placements locally	Marketing & recruitment interim plan now in place with tight reviewing mechanism in place. Targeting setting is being developed to show impact	31.3.20	HOS Corporate Parenting	
SDQs and their impact needs to be embedded further	Flow chart and guidance required	Retrospective work has been undertaken to address the low performance figures. Work is completed regarding the interagency	1.12.19	HOS Corporate Parenting	

		Flow chart & guidance. Outstanding issue is to share the communication with all staff.			
Stronger focus on strengths/positives in practice as well as deficits	<p>Compliments log already in place. The contents of which need to be reviewed for patterns and themes and shared with staff</p> <p>Monthly HOS email to share good practice with staff linked to overall communication</p> <p>Development of a Corporate Parenting Framework for Practice to support a strengths</p>	<p>This is updated regularly. Data to be collated and shared with managers. CIC management meeting</p> <p>This is still at an early stage of development</p>	<p>1.12.19</p> <p>1.7.20</p>	<p>HOS Corporate Parenting</p> <p>HOS Corporate Parenting</p>	

	based approach				
<b>For Further Exploration</b>					
Develop a consistent approach to risk management recording	Please see above action to support this issues		1.7.20	HOS Corporate Parenting	Amber
	Refresh briefing with staff to promote agreed standards and processes linked to consistency of risk management recording	Management oversight workshops in place and all managers have attended. A review of the positive impact of this to occur May 2020.	31.5.20	HOS Corporate parenting/QA service	Amber
Issues around completing life story work in time	In the early stage of changing the way in which life story work is delivered to improve timescales and capacity.	Staff affected are being consulted on moving office base and line management. This will occur by Dec with plan for the staff to move by Jan 2020.	1.2.20	HOS Corporate Parenting	Amber
<b>Decision making for care planning starting in FST</b>					
Transition points between other teams and CIC are impacted by capacity	Internal transfer guidance has been	The work on this is completed overall and is awaiting sign off by HOS in PCC.	1.12.19	HOS Corporate Parenting	Amber

	reviewed and is awaiting final agreed date for implication/communication to staff across the service.				
	Review of caseloads & consider an agreed ceiling cap on caseloads in CIC	This is underway please see above	31.3.20	HOS Corporate Parenting	RED
<b>Further Exploration</b>					
Impact of FST yet to be tested as it is still being embedded					
Strength based recording – evidence started but needs rolling out to all children	CIC service to review its approach to strength based recording linked to the FST model.		1.7.20	HOS Corporate Parenting Manager	Amber
<b>Care Leavers</b>					
C&YP would like to learn about independence at an earlier stage	'Passport to Independence' document is being piloted in the wider	This is being piloted across the service with an interim report to be completed in January on the impact this is	1.2.20	Leaving Care Manager	Amber

	service currently.	having on improving outcomes for YP.			
	Develop a communication strategy with FCs and providers re 'passport to independence',	This is already underway with internal staff. The F.C.s have been briefed by the LC manager.	1.2.20	Leaving Care Manager	Amber
	Interim review in late January to review the impact of the passport to independence document for YP	This is on track at this time	1.2.20	HOS Corporate Parenting	Amber
	Feedback from YP on the document to be fed into the report above	See above	1.2.20	HOS Corporate Parenting	Amber
Some issues around recording pathway plans on LCS	These have been addressed through the Leaving Care manager briefing all staff on the		30.9.19	HOS Corporate Parenting	Green

	new pathway plan template.				
	Performance data for CIC pathway plans is showing significant improvement in the CIC teams.	Monthly monitoring of performance data occurs to identify early where the problems are in completing the template within the timescales set.		HOS Corporate Parenting	Green
	Audit of the quality pathway plans to support practice learning both positive and areas of development		1.12.19		Amber
<b>Further Exploration</b>					
Contradictory evidence around availability of suitable accommodation in independence	A further commissioned service in place.	Monthly referral meetings in place to begin to match YP with this type of accommodation. No children placed as yet due to matching issues & issues with local housing provider cautionary approach.	1.7.20	HOS Corporate Parenting	RED
<b>UASCs</b>					

Preparation for independence is an area that needs strengthening	Review integration policy with key internal and external partners	Review the objectives of the Integrated policy to link with the strategy/vision for CIC. Reviewing the migration control funding bid/plan that was put forward This is planned for December	31.4.20	HOS Corporate Parenting	Amber
	Passport to Independence template will also be used with UASCs		31.4.20	HOS Corporate Parenting	Amber
	Controlling Migration funding has been secured additional funds for UASCs	See above	31.4.20	HOS Corporate Parenting	RED
CIC teams would benefit from some further training around legislation	Refresher training to be organised for 2020	This is yet to be organised	31.4.20	HOS Corporate Parenting	RED
Specific UASCs needs have not consistently been identified by partners.	Review integration policy with key internal and external partners	Review the objectives of the Integrated policy to link with the strategy/vision for CIC. Reviewing the migration control funding bid/plan that	31.4.20	HOS Corporate Parenting	RED



		was put forward This is planned for December			
<b>For Further exploration</b>					
Are all practitioners sufficiently experienced in working with these YP	Refresher training to be organised for 2020	See above	31.4.20	HOS Corporate Parenting	Amber
<b>Performance, QA &amp; Challenge</b>					
Data commentary from services could be SMARTER in what is being done and when	Review data collection linked to this suggestion	This has not been progressed as yet	31.3.20	HOS Corporate Parenting	RED
Targets are set for services, however, RAG ratings are sometimes unhelpful, if too many are red. (where do you concentrate)	Review targets as part of the yearly review of these. Consider aligning with statistical neighbours to develop more realistic targets	As above	31.3.20	HOS Corporate Parenting	RED
Out of county & over 20 miles from home is high. It would be useful to have a breakdown of 20-30 miles, 30-40 miles etc.	Review whether current internal performance systems can accommodate	As above	1.12.19	HOS Corporate Parenting	RED

	this suggestion				
Performance reporting for Care Leavers needs to focus on 'in contact' rates	This already occurs within the weekly report as it is completed manually by the team manager. Review with the performance team whether this can move to the model suggested, monthly	As above	31.1.20	HOS Corporate Parenting	RED
<b>For further exploration</b>					
Further analysis of the data & implications on practice	Review targets as part of the yearly review of these. Consider aligning with statistical neighbours to develop more realistic targets	As above	31.4.20	HOS Corporate Parenting	RED

Where stability has dipped how much relates to positive moves	Work with the performance team on developing whether this data can be disaggregated in the current system.	As above	31.1.20	HOS Corporate Parenting	RED
<b>Voice of Child</b>					
Not all parts of the service are aware of how children are contributing to the development of the service	Induction of all new staff to meet the participation officer & QA officer specifically on this subject.	This is on hold with the changes occurring within the participation service. This will be revisited in the new year	1.2.20	HOS Corporate Parenting	RED
	All new staff as part of their induction to attend the informal corporate parenting committee.	See above	1.2.20	HOS Corporate Parenting	RED
<b>Management oversight</b>					
Recording of MO further down the child's journey after becoming looked after is less consistent	Management capacity to be reviewed as part of overall caseloads	31.3.20	31.3.20	HOS Corporate Parenting	Amber

	within CIC & the current requirements of the supervision policy				
Variable practice around recording of supervision & evidence of impact on the child	Review the case supervision template assessing whether it is still 'fit for purpose'	The Corporate Parenting service holds internal performance meeting 3 weekly with team managers which is strength based	31.3.20	HOS Corporate Parenting	
Widely variable practice on recording of the use of chronologies.	Review caseloads and management oversight will support this action	This is an ongoing issue within CIC. This will now include the Fostering & Adoption service. This will be revisited via the 3 weekly quality meeting held with team managers internally.	31.3.20	HOS Corporate Parenting	Amber
	All new staff including agency to attend chronology workshops within the 1 <sup>st</sup> month of joining the CIC service	This is part of the induction plan of all staff.	31.3.20	HOS Corporate Parenting	Amber

<b>Wider Suggestions</b>					
Team Space for reflective discussion	A review where CIC currently sit to support further the CIC identity/reflexive discussion	This is in an early stage of being reviewed internally	31.1.20	HOS Corporate Parenting	RED
	Reinstate the reflective workshops based upon case discussions with staff	The senior practitioner post has been reviewed with the objective of them leading on this in the next financial year. The planning of this will occur in January 2020	31.3.20	HOS Corporate Parenting	RED
Use Family Group Conferencing at different stages of the child's journey to support care planning.	Review data to assess where greatest use has been to date. Then consider the best and most important areas of the service to have biggest impact.	FGC staff and CIC staff have been to an event in Leeds (Sept) to review their approach to FGCs in that LA. The FGC manager has subsequently met with Leeds to have further information on a specific model of intervention which could have tangible positive benefits if implemented in PC.	31.3.20	HOS Corporate Parenting	RED

		The HOS is currently reviewing the performance data of FGC's to assess the impact of the service with the plan to move to a model that offers biggest impact for children service wide. Project plan regarding an aspect of the above was developed prior to the above. This has been put on hold linked to the Sept visit.			
	Develop a procedure that promotes a mandatory referral process through the child's journey whereby an FGC has to be undertaken.	See above	31.3.20		RED
Consideration of a more flexible approach to the supervision policy to support reflective supervision	Review the supervision policy linked to a more proportionate approach for	This has not been progressed as yet and requires further consideration with CCC to develop a consistent model that supports an	1.5.20	HOS Corporate Parenting	RED

	children in perm match placements & that is outcome focused	effective approach across the CIC division			
	Consider a version of the FST approach to case supervision within CIC	See above	1.5.20	HOS Corporate Parenting	RED
Consideration to be given to children's mental health needs & how these are understood & integrated into decision making and care planning	Review of use of services to support children and placements to occur to develop greater understanding of strengths and gaps. This will then inform care planning	This has not been progressed as yet with partners	30.5.20	HOS Corporate Parenting	RED
Share ideas around how to record supervision effectively	Explore with neighbouring LAs how they approach case supervision for CIC	See above	31.3.20	HOS Corporate Parenting	

Explore whether designated professionals could record directly onto children's records.	This will be revisited internally with senior officers.	This has been visited before and will be explored again with senior officers in light of this recommendation	31.3.20	HOS Corporate Parenting	
Motivational interviewing to be embedded service wide	Ensure all staff who have not had the training do so	This to be considered as part of the Corporate Parenting frame work for Practice model being formulated.	1.7.20	HOS Corporate Parenting	
	Link the case supervision template to motivational interviewing approach where appropriate	See above	1.7.20	HOS Corporate Parenting	
Scrutiny to focus on strengths as well as deficits	Consider the development of an achievements log for council members.		31.3.20	HOS Corporate Parenting	RED