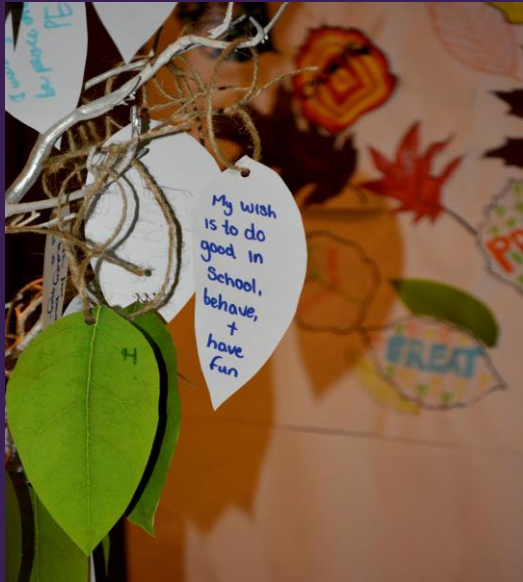


# Children in Need and those subject to a Child Protection Plan

**Monitoring Visit 2 Feedback (October 2022) &**

**DfE Adviser First Report**

**Cathi Hadley – Director Children's Services**



# Journey moving out of inadequate so far ...

- Statutory Direction - DfE Adviser – 6 month review
- Ofsted Monitoring visits
- Children's Services Improvement Board
- SEND Improvement Board
- Improvement plans – CSC /SEND
- Sector Led Improvement Programme

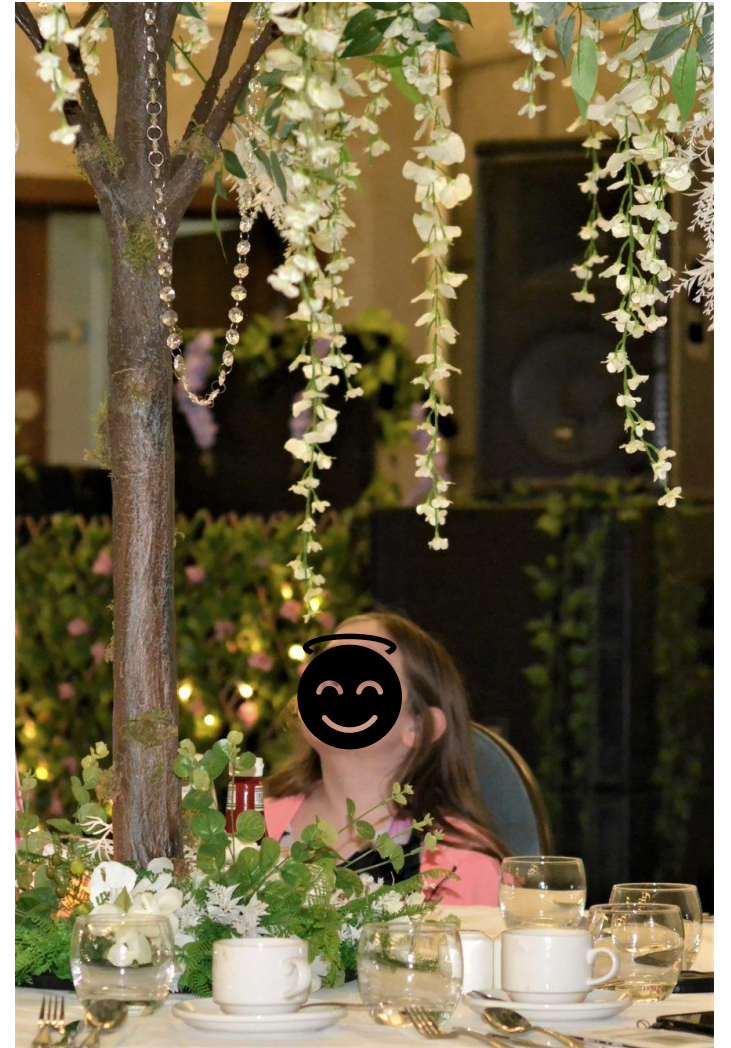


## INPECTIONS

1.	MV 2	Oct 2022
2.	Youth Justice Service HMI	Oct 2022
3.	MV 1	Jun 2022
4.	Annual Conversation	May 2022
5.	ILACS	Dec 2021
6.	SEND Inspection	July 2021
7.	Annual Conversation	April 2021
8.	Focused Visit	Nov 2020
9.	Focused Visit	Oct 2019

# Children in Need and those subject to a Child Protection Plan

Monitoring Visit 2 Feedback  
4 & 5 October 2022



# Areas covered by the visit

- Assessment
- Completion of Chronologies
- Response to Domestic Abuse
- Recording of Childrens views , voice and feelings
- Specialist Services – CST ,CHAD, Edge of Care ,PLO & Court
- Threshold application
- Child Protection Conferences



Quality of Practice

Timeliness of SW intervention

- Unborn and very young children at risk of harm
- SW practice
- Statutory Compliance – CP Inquiries and Strategy Meetings
- Thresholds
- Assessment Timeliness
- Domestic Abuse experience



Workforce Stability Recruitment and Retention

Impact of QA and Management Oversight

- Recruitment and Retention
- Caseloads
- Supervision and Management Oversight

- Quality Assurance Framework
- Avoiding delay
- Data and Performance
- Governance Framework
- Practice Learning Reviews
- Closing of the Learning Loop
- Quality and Depth of SW Practice

Impact

Outcomes

Accountability

# Headline Findings

- Concerted effort to put right structures in place to make the improvements necessary
  - Children's Services Senior Management Team understands areas for improvement/ Corporate support to continue under current financial pressures
  - More timely decisions and actions
  - Sensible and sustainable plan in place to provide better quality services for children
  - Making steady progress – we are where Ofsted expect the service to be at this stage
  - Quality of SW is improving – however more to do before children receive consistently good services
- Staff are increasingly confident at tackling risk for the most vulnerable
  - Staff turnover still high, but noted quality SW from temporary staff is equally evident
  - Some children still experience delays
  - Absence of 'how we do it here' – leads to inconsistent decision making
  - Local Government Review – still has impact on pace of improvement – systems and working practices



# Leadership and Culture

## Key strengths

- Concerted effort to put right structures in place to make the improvements necessary
- Children's Services Senior Management Team understands areas for improvement/ Corporate support to continue under current financial pressures
- Staff report feeling well supported/ Staff morale is palpably on the up
- Good levels of support and access to training that is in line with experience, development and interest
- Staff now talk about BCP as one organisation – change of staff shifting culture
- Increasingly more manageable caseloads giving SW time to work more closely with families building relationship
- Specialist Services – Continue to have a positive impact

## Areas for further development

- Recruitment and Retention
- One case management system
- Ongoing impact of LGR



# Children in Need and those subject to a Child Protection

## Key strengths

- Pockets of more consistent SW, increasing M/O & growing staff confidence leading to positive outcomes for children
- Examples of tackling risk factors, show a step in the right direction
- SW know children well
- Professional Curiosity is developing alongside more creative thinking
- Announced and unannounced visits taking place
- Thresholds largely found to be applied
- Assessing risks to unborn babies and response now in place – starting to embed

- Children supported at the right level of need and degree of risk
- Some progress seen in complying with Statutory guidance for children on CP plans
- CP inquiries and Strategy discussions taking place as and when needed
- CP Plans are in place - core groups happen and children are seen more regularly
- Performance management is improving – now more systemic , increasingly vigorous and focused on merging trends
- QA Framework at last visit was under developed – now embedding
- PLRs – common practice and widely accepted as having value

# Children in Need and those subject to a Child Protection

## Areas for further development

- Some work to do on caseloads for those with higher numbers
- More work required on quality and depth of SW
- CIN who are not subject to a CPP - assessment , reviews and visiting needs to be improved
- Assessments not yet routinely updated and often fail to analyse causes of tension and focus on present
- Chronologies which are meaningful are rare
- M/O can sometime lack focus on how children are affected (neglect cases)
- CP Conferences decisions are inconsistent – where it is done well more rapid progress is seen for children and families



# Voices and feelings of children and young people ...

Improvement in how this is captured in visits and reviews, for example by attending conferences, use of advocate

Voice is helping to shape plans

Improvement by SW engaging C&YP to share their stories



- ✓ Promote continuous learning, development and improvement through strengthening practice
- ✓ Develop and champion a culture where everyone takes accountability through a high support, high challenge approach
- ✓ Listen to our children and families for their views to inform delivery of services and understand the impact and outcome on their lives

THANK YOU  
ANY  
QUESTIONS



# Department for Education

## Adviser's First Report

John Coughlan

October 2022



# Cautious grounds for optimism

## OPTIMISM

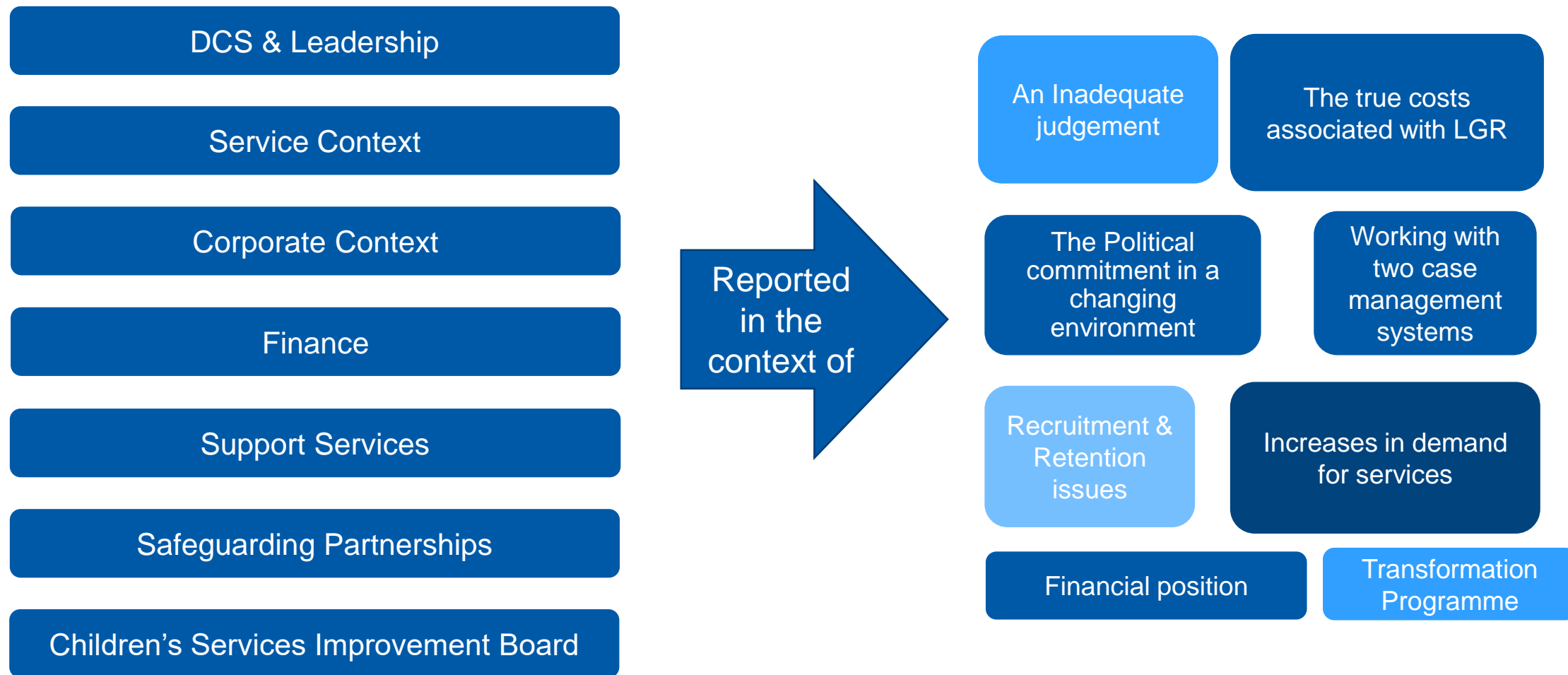
- Wake up call from the service previous to ILACS 2020
- Grip established by new DCS
- Leadership team - new appointments – Confidence in team
- Pockets of capacity identified by diagnostics
- Recent Ofsted Visits – MV1 & MV2



## CAUTION

- Post pandemic and childhood poverty issues threatening the best for Childrens Services
- Unresolved issues from LGR – SW T&Cs, IT client & Finance systems
- Challenges of LGR Transformation - supporting an inadequate Childrens Services requiring improvement
- Financial challenges

# Areas covered by the report ...



Impact

Outcomes

Accountability

# Moving forward .....

- ✓ Formation of Children's Trust not currently an overwhelming case – intervention must be sustained for this to be removed as a potential option
- ✓ Children's Services Improvement Board – Further work on membership, drive and oversight
- ✓ SLIP work critical to progress
- ✓ BCP Model of Corporate Services – making sure they are fully conducive to the Children's Improvement Journey
  - Pay and Reward
  - ICS –Mosaic Go live

- ✓ Financial risks fully reported to Board and DfE/ Advisor fully sighted at all times
- ✓ Further development of partnership relationships and engagement in Improvement board
- ✓ Safeguarding partnership arrangements to be appraised – overseen by the Improvement Board
- ✓ DfE Bid consideration for
  - Practice Model implementation
  - Management training at Service and Team Manager level

THANK YOU  
ANY  
QUESTIONS

