

Ofsted Action Plan

September 2023 Sheffield children's service received ILACs Inspection the overall outcome was Good with children in need of care outstanding. This was a good outcome for Sheffield however the aim for Sheffield is that every child receives an outstanding service. The action plan below is areas we intend to Improve on to take our services to outstanding.

What needs to improve?

Area for improvement	Actions to date	Actions for next six months	Responsibility
<p>The consistency of the use of chronologies to inform assessments and planning.</p>	<ul style="list-style-type: none"> ▪ Presentation to October Whole Service Event on Chronologies and their use in assessments and planning by Principal Social Worker. ▪ Chronology working group established with representatives from across the workforce. Group has met on 3 occasions to date. ▪ Revisions to chronology form developed. Presented at SLT on 21/11/23 and version agreed. 	<ul style="list-style-type: none"> ▪ Creation of a specific development training package for staff in relation to changes to chronology form. Training package to demonstrate the use of analytical chronologies in informing assessments and planning. ▪ Audit activity in relation to use of chronologies to be planned to evidence impact of workforce development activity. 	<ul style="list-style-type: none"> ▪ QAIS – Amanda Boughton-Brown
<p>The quality and impact of return home interviews for children who go missing.</p>	<ul style="list-style-type: none"> • Already in place – we have recruited using an underspend an experienced RHI practitioner who sits under the Contextual lead role in Community Youth Services to deliver training and mentoring on Return Home contexts and services both within our own service team and also external support 	<ul style="list-style-type: none"> • Action1 – From Jan 2024 the Service manager and Head of Service will be holding quarterly quality assurance case dip sampling particularly reviewing case communication on persistent missing young people episodes – asking key questions 	<p>Chelsea Renehan and Terri Mee</p>

	<p>to partners to understand the push pull factors for young people going missing.</p> <ul style="list-style-type: none"> • Service manager has written and launched practice standards with all of prevention service which includes RHI Team. We have also allocated named RHI workers to Childrens Homes. • Joint work continues with Amber service 	<ul style="list-style-type: none"> • In 2024 all prevention services will be trained in AMBIT practice by the Anna Freud Centre which will provide a consistent and clear methodology for communicating across all our Community Prevention Service 	
<p>Timely access and support for care leavers in relation to their mental health.</p>	<p>The Corporate Parenting Objective 3 Workstream focus on partnership work to improve the health and emotional wellbeing of care experienced children and young people. The work of the Corporate Parenting Objective 3 meeting feeds into Sheffield’s Corporate Parenting Strategy.</p> <p>A working group with Health partners is looking at the new model development of CAMHS/MAPS service.</p> <p>Voice and Influence workers are working with Service Managers to gather views of care leavers and looked after young people about what they feel currently does and doesn’t work within MH services for children in care and care leavers. This group of young people have been able to secure funding to design and produce a bespoke mental health service for 18+ care leavers.</p> <p>The work with partners, community groups and the young people themselves is supporting the co production of this service and also feed this into the new model development of the CAMHS/MAPS service to ensure that planning and transitions from mental health services for</p>	<p>Develop a vision for the 18+ MH service, alongside work with partners and community groups, gain commitment to be able to make further progress with planning. This is to include the transition process from children to adults' mental health.</p> <p>This will be led by the Care Leavers Steering group</p> <p>Longer term: Successful mental health services being in place for care leavers will be demonstrated through positive feedback in this area in the Bright Spots surveys.</p>	<p>CLA- Fieldwork Izzy Fisher, Beckly Towle</p>

	children in care into services for care leavers is completed early to allow for this to be as smooth as possible.		
The quality and consistency of the recording of case supervision to promote reflection and learning for workers.	-Discussion at service manager meetings -Discussion at managers city wide meeting to look at how we can ensure reflective discussions are recorded	<ul style="list-style-type: none"> ▪ Creation of a specific development package for all managers to attend on a mandatory basis. ▪ Working group to be established to review supervision forms to promote reflection and learning in supervision. 	Qais -Amanda boughton-Brown Fieldwork – Terri Mee, Becky Towle

<i>The experiences and progress of children who need help and protection: good</i>			
Areas for improvement	Actions to date	Actions for next six months	Responsibility
<p>The police do not pre-triage their contacts before sending them into the safeguarding hub. This gap has required children's services to provide significant additional resources to screen the high volume of police referrals and this places pressure on a busy service.</p>	<p>Information shared with Police.</p> <p>South Yorkshire quality check has started end of November and is about to complete looking at this area all South Yorkshire authorities working with South Yorkshire police to quality assure vulnerable child referrals</p>	<p>Continue to meet with the police for them to consider the pre-triage of referrals.</p> <p>Consider the findings of both Sheffield and South Yorkshire referrals that are currently being audited</p>	HUB – Mark Storf
Ensuring the use of language is appropriate and clearly understood	<p>Leaders have plans to provide further training in this area.</p> <p>Work with voice and influence workers to look at language and the impact on young people when reading their files as adults</p>	<p>January Language Day set up</p> <p>Whole service event with examples of language and the impact</p>	Terri Mee, Amanda Boughton-Brown , Lindsey Knight
Most child-protection and child-in-need plans, including those for disabled children, are detailed and clear about the	Meeting have taken place to look at planning and how the plan on liquid logic (recording system) can improve to make them more parent friendly	January 2024 - Options paper presented to SLT to analyse all options available in the recording system	QAIS- Amanda Boughton-Brown

<p>changes required to improve children’s safety and experiences, and they are dynamically reviewed.</p>	<p>Working group set up to look at planning options and paper to identify best options</p>		
<p>When children’s circumstances are not improving quickly enough, or if risks remain or increase, children are appropriately escalated to the pre-proceedings stage of the Public Law Outline (PLO). While leaders know that there is work to do to improve the tracking of children in PLO, practice in this area has remained effective since the previous inspection. Many children are successfully diverted away from court proceedings. As a result of this impactful work undertaken with families during pre-proceedings, children’s safety and experiences have improved.</p>	<p>PLO tracker Improved- 2 separate trackers running until new processes are embedded to ensure there is no drift.</p> <p>Trackers are up and running, regular information is sent out to ensure information on the system is up to date and reviewed within timescale.</p> <p>Weekly review of trackers in place.</p> <p>Ongoing work across South Yorkshire Authorities to create consistency in court proceedings.</p> <p>Trailblazer bid submitted to DfE to strengthen Family Justice work on a regional basis.</p>	<p>PLO Officer to be recruited and to sit within QAIS alongside IRO’s. – February</p> <p>Outcome of Bid to be considered moving forward</p>	<p>Mark Storf</p>
<p>Children aged 16 and 17 who present as homeless receive a responsive service. Children’s housing needs are promptly addressed, resulting in children being provided accommodation in line with their needs. While children’s records demonstrate that children’s right to become looked after is considered, where it is refused, the records do not offer assurance that their right to become looked after has been fully explained</p>	<p>Homeless and prevention worker in post in Edge of Care</p>	<ul style="list-style-type: none"> - Leaflet reviewed and re launched By Edge of Care - homeless and prevention service with input from voice and influence workers. To be completed and launched February 2024 	<p>Edge of Care Service – Becky Towle</p>
<p><i>The experiences and progress of children in care: outstanding</i></p>			

Areas for improvement	Actions to date	Actions for next six months	Responsibility
To continue to sustain current standards and beyond	Continue to audit cases and learn from audits Learn from complaints Learn from scrutiny panel		Izzy Fisher
Most children living in residential homes, either in or outside Sheffield, are settled and making progress. These children are visited in line with their needs, they have access to education and health specialists, and they take part in a range of activities of their choosing. Improvement to the quality of Sheffield City Council's children's homes is now being prioritised, following a period where the quality of care had deteriorated.	Improvement plan for in house residential services. Implementation of a Challenge Borad co-chaired by the lead member and the Executive Director of Children's Services. Updated Sufficiency Strategy presented to Education, Children and Families Committee.	Continue to improve residential service with a clear plan Joint work with Integrated Commissioning to develop robust needs assessment. Updated Children's Homes Strategy	Lindsey Knight
Due to sufficiency challenges, Sheffield has a very small number of children aged under 16 with complex needs living in unregistered children's homes. There is regular and effective multi-agency oversight of these unsuitable arrangements, while the local authority actively seeks more suitable registered arrangements or supports providers to become registered with Ofsted.	Regular meeting with Ofsted all children reported to ofsted when in unregistered placements. Complex case meeting where all children are discussed and reviewed. Increased visits to all unregistered provision in place Clear process in place by commissioning service for any concerns raised regarding any placement. Commissioning working alongside 16+ providers to ensure early identification of those provision that Ofsted do not progress registration	Continue to source regulated placements Joint training for commissioning with social workers and IROs to launch process for identifying concerns. As well as what to look for on visits and how to escalate concerns	Jo Horibin, Izzy Fisher, Becky Towle, Amanda Boughton-Brown
<i>The experiences and progress of care leavers: good</i>			

Areas for improvement	Actions to date	Actions for next six months	Responsibility
In a minority of cases, pathway planning is hindered by plans not being updated when circumstances have changed.	Advanced social work practitioners agreed to maintain consistency of practice Quality Assurance – audit of case filese.	Remodelling service to include advance practice to support consistently good practice . Ongoing recruitment to appoint advance practitioners. – January - March	Izzy fisher
Overall, care leavers are made aware of their rights and entitlements. The care leaver offer is explained in informative leaflets and on a website. The offer is not sufficiently clear in respect of council tax exemptions and the Wi-Fi offer	Strengthening current offer for digital access for all care leavers and ways to improve the offer via commissioning and direct provision where required Financial audit currently taking place awaiting recommendations in respect of Council Tax	<ul style="list-style-type: none"> - Continue to ensure that all care leavers have digital access - Implement any findings from the council tax audit - Clear policies on digital access for care leavers and council tax- April 2024 - Ensure the offer is clear with support of the Voice and Influence Team 	Izzy Fisher
Most unaccompanied asylum-seeking care leavers experience proactive support to help them achieve their goals and succeed in education and training. Their identity needs are well considered and supported.	New team in place to improve the quality of provision specifically for care leaver. UASC will have workers that will see them through Pas identified early to enable that transition for those arriving in the system late into their care experience a continuity of service they will have the expertise in this specialist area.	Continue links within the community and within education and training to ensure all UASC receive a good service	Izzy fisher
Despite the best efforts of personal advisers to support care leavers in Sheffield to engage and succeed in employment, education and training, the results of these efforts remain mixed. In response to this, a three-year initiative funded by the Department for Education is underway, with a dedicated	DFE funded project in place work in place with local business to offer work to care leavers	Continue with DFE project	Izzy fisher

resilience and transitions coordinator, and a wraparound menu of support to help increase employment, education and training opportunities. It is too early to see the full impact of this initiative			
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The impact of leaders on social work practice with children and families: good

Areas for improvement	Actions to date	Actions for next six months	Responsibility
A well-developed range of quality assurance activities, including auditing alongside social workers, with moderation, provides senior leaders with an effective line of sight to frontline practice. Learning and themes from audits, shared with the workforce via a monthly 'quality matters' newsletter, which celebrates excellent practice as well as reporting on areas for improvement, is well received by staff. A lack of reflective discussions regarding audit findings in case supervision hinders learning opportunities for workers.	Plans in place for learning from audits to be discussed in reflective supervision as stated above working group in place. SLT oversight at SLT meetings to ensure progress	Training implemented Audit by SLT in June 24 once training rolled out specifically on supervision	SLT
Leaders and managers use a range of performance information at different tiers of the organisation to understand performance and respond to any identified areas for improvement. In some discrete areas of practice, this is not enabling leaders to have a	Feedback to SLT and within action plan on improvements made as stated above	PLO tracker up and running with PLO officer in place Audit of return home interviews to ensure improvements	SLT

<p>comprehensive and accurate oversight of practice, for example regarding children in the PLO process, use of return home interviews, and systems to ensure that all children have an up-to-date chronology. Leaders are aware of this and credible plans are already underway to address these areas for improvement</p>			
<p>Frontline management oversight of children's assessments and plans is effective. Frequent case supervision provides social workers with guidance regarding case progression. Staff report feeling well supported by their line managers and the oversight provided helps prevent children's plans from drifting. Supervision records do not always evidence opportunities for reflection. This can inhibit more creative and innovative practice</p>	<p>Implementation of new supervision record on liquid logic</p>	<p>Audit of reflective supervision as sated above</p>	<p>SLT</p>