

## **Appendix B – Outline of OFSTED Improvement Plan**

<b>No.</b>	<b>Finding</b> <i>(with detail)</i>	<b>Action(s)</b>	<b>Timescale</b>	<b>Progress</b>	<b>Lead</b>
1	<p>Consistent provision and recording of purposeful direct work with children.</p> <p><i>Visits not always being purposeful The focus of work sometimes being too much on adults rather than children There is not always evidence of direct work The quality of plans is varied with some lacking precision and a child focus Involving extended family is variable</i></p>	<p>Further development and implementation of Practice Standards</p> <p>Developing practice guidance and supporting resources for family networking meetings<sup>1</sup></p> <p>Training for social work teams on the use of family networking tools and meetings</p> <p>Launch of direct work tools (Time for Me<sup>2</sup>) and practice guidance</p> <p>Distribution of resource boxes to teams with practice guidance</p> <p>Practice workshops – direct work with children</p>	<p>October 2022</p> <p>September 2022</p> <p>November 2022</p> <p>September 2022</p> <p>September 2022</p> <p>September 2022</p>	<p>Draft Practice Standards are being consulted upon</p> <p>Draft Practice Guidance are being consulted upon</p> <p>Will be developed and delivered once consultation completed</p> <p>Materials created by departmental development group, procured and ready for launch</p> <p>Resource boxes purchased, practice guidance written and ready for distribution</p> <p>Two workshops every month are being facilitated. Sessions are on My Learning, My Career</p>	<p>Principal Social Worker</p> <p>Principal Social Worker</p> <p>Principal Social Worker</p> <p>Principal Social Worker</p> <p>Principal Social Worker</p> <p>Principal Social Worker</p>

<sup>1</sup> Family Network Meetings are a strength-based approach that assesses support networks the children and families we work with can access. The approach is graduated and premised on fostering solutions that promote independence.

<sup>2</sup> Time for Me is the branding adopted for 'direct work'. The language denotes the core of social work practice being about spending time with the children and young people we are intending to support.

No.	Finding <i>(with detail)</i>	Action(s)	Timescale	Progress	Lead
2	<p>The quantity and quality of case file audits and their impact in identifying improvements for individual children and learning for the organisation.</p> <p><i>Very few ... cases have been audited over the last six months. This means that auditing is not yet providing leaders with a reliable line of sight...not yet routinely being used to identify actions to improve support to children, nor is it identifying learning to help improve services across the organisation</i></p>	<p>The publication of a revised Learning and Improvement Framework that specifies the roles, responsibilities and governance for ensuring learning and improvement actions are having the desired impact</p> <p>Agree annual schedule of case file audits</p> <p>Audit support (briefings, guidance, workshops and moderation)</p>	<p>January 2023</p> <p>August 2022</p> <p>Ongoing<sup>3</sup></p>	<p>The principles of the framework have been agreed and workshops with extended leadership team are in place to develop the working model.</p> <p>Learning and Improvement Forums<sup>4</sup> scheduled over September to December to trial methods for closing the learning loop.</p> <p>The annual schedule has been agreed with the quantity of audits benchmarked with neighbouring local authorities.</p> <p>Guidance has been published and moderation exercises are in place. Further briefing sessions are planned over December to February.</p>	<p>Group Manager – Service Improvement</p> <p>Team Manager – Quality and Improvement</p> <p>Team Manager – Quality and Improvement</p>
3	<p>The impact of supervision and management oversight in driving progress for all children</p> <p><i>Case direction at allocation and supervision is not always sufficiently focused, time bound or detailed</i></p>	<p>Learning review / conversations with managers and practitioners to ensure we understand what good quality supervision and looks like</p> <p>Following the learning review, updated common supervision</p>	<p>October 2022</p> <p>November 2022</p>	<p>Learning review / conversations have been arranged</p> <p>Supervision guidance and proposals for a supervision</p>	<p>Principal Social Worker and Team Manager – Quality and Improvement</p>

<sup>3</sup> The timescale is 'ongoing' to reflect audit support activity being cyclical for every audit cycle and that the maturity of audits is key to improvements in quality

<sup>4</sup> Learning and Improvement Forums are reflective learning spaces where the full range of quality assurance activities are considered in assessing progress against improvement priorities.

No.	Finding <i>(with detail)</i>	Action(s)	Timescale	Progress	Lead
		templates with an aligned policy and process will be developed		template and management oversight process have been collated. These will be amended once the learning review and learning conversations have been completed.	Principal Social Worker
		Supervisory skills guidance and training	From November 2022	Planned to start from November 2022	Principal Social Worker