



Probation  
Service



Improving Outcomes for Children in Solihull Plan

**Our Vision: Where everyone has an equal chance to be healthier, happier, safer, and more prosperous through growth that creates opportunities for all**

**Our Values: Ambitious, open, honest, and keeping our promises**



## Theme 1 – Leadership and Governance

Lead: Director of Children's Services

Objective: To ensure that leadership and governance is appropriately exercised to support the safeguarding of children.

Ref	Improvement Need	Action	Derived From	Action Owner
1.1	Mechanism for monitoring the progress of this improvement plan in place	Impact measures to be developed	IOCS	Interim Assistant Director Improvement
1.2	Performance data and quality assurance mechanisms provide appropriate information to senior leaders to inform strategy and decision making	Review performance management data and quality assurance methodology	IOCS	Interim Assistant Director Improvement
1.3	Improve Financial forecasting in finance and financial management within the service, with appropriate Service strategic oversight	Original Children's Placements Internal Audit (2021) – delivery of agreed audit recommendations.	IOCS	Assistant Director - Children's Safeguarding / Finance Manager for Children's Services
1.4	Due to pace of change, need clear and timely financial support to delivery of Improvement Programme, including structure changes and funding requirements	Support to managing restructure considerations and linking in with the Council's Medium Term Financial Strategy (MTFS) process	IOCS	Finance Manager for Children's Services
1.5	External view on Financial Management of Services to support strategic decision making	LGA Finance Peer Review of Solihull Children's Social Care Services, covering the whole of the Childrens' Social Care pathway	IOCS	Director of Children's Services and Skills / Director of Resources and Deputy Chief Executive / Finance Manager for Children's Services
1.6	Effective arrangements for oversight of and operations related to Early Help	Review Early Help strategy. Review infrastructure and operational oversight for Early Help	IOCS	Interim Head of Service Early Help and Partnerships, MASH and Childrens Assessment Service. / Interim Assistant Director Improvement / Yvonne Obaidy
1.7	Support councillors to understand and act on their safeguarding and corporate parenting responsibilities	Member seminar programme to be developed	IOCS	Principal Democratic Services Officer/ Assistant Director - Quality Assurance, Performance and Improvement
1.8	Ensuring that the workforce is stable, supported and sufficient to meet the needs of children and their families	Monitor pace of workforce remodelling project	IOCS	Director of Children's Services and Skills
1.9	Governance systems are standardised and improve compliance with corporate oversight	Improve corporate governance arrangements as they relate to children's social care Standard agenda items SLT minutes.	IOCS	Assistant Director - Highways & Environment

## Theme 2 – Partnerships

Lead: Director of Children’s Services

Objective: To ensure that partners contribution to the safeguarding of children is effective.

Ref	Improvement Need	Action	Derived From	Action Owner
2.1	Partnership governance of MASH	Establish MASH governance structure	IOCS	Director of Children’s Services and Skills
2.2	Operational partnership oversight of MASH	a) Establish MASH strategic group b) Establish MASH operational group	IOCS	Interim Assistant Director Improvement
2.3	Improved multi-agency learning from children’s lived experience	Review multi-agency quality assurance methodology	IOCS	Interim Assistant Director Improvement
2.4	<p>Thresholds understood and effectively used by partners</p> <p>Ensure that where consent is not given to Child and Family assessments or Level 3 support, all agencies must consider whether the subsequent lack of assessment and support is likely to cause significant harm. That they roll out communications and training resources in respect of consent to share information under GDPR as set out in the LSCP Thresholds Guidance.</p> <p>Seek assurance from West Midlands Police and Birmingham and Solihull Mental Health Foundation Trust that the Street Triage team are aware of their responsibility to make safeguarding and domestic abuse referrals.</p> <p>Undertake scrutiny of the current thresholds for access to CAMHS services provided by Birmingham and Solihull Mental Health Foundation Trust to seek assurance that children are offered services appropriately and in a timely manner.</p>	Review multi-agency threshold document	Nat. Enq 1.6 / 1.8 /1.9	Independent scrutineer (LSCP) / Chair of the Learning and Development Group/ CSPR Panel
2.5	Partnership responsibilities agreed and enacted for children with complex needs	Review complex needs joint panel policy and procedures	IOCS	Assistant Director - Children’s Safeguarding / Head of Children & Young People Commissioning
2.6	<p>Membership of, and attendance at, the Youth Justice Management Board needs to improve</p> <p>The Youth Justice Management Board has links to appropriate strategic planning boards, including the LSCP. However, police and probation staff attendance at the youth justice management board has not been consistent over the last 12 months and there has also been a lack of school representation. There has been no challenge to attendance, and this has resulted in a lack of robust multiagency oversight of the needs of the children receiving an intervention or support from the YOS.</p>	a) Agree new chair of Youth Justice management board b) Review membership of Youth Justice management board. c) Monitor and report on attendance at YOS management board.	JTAI 3.1	Assistant Director - Children’s Safeguarding / Service Manager - Exploitation, Missing and Youth Justice Service
2.7	<p>Effective interface between all agencies and MASH</p> <p>1.7 NATIONAL REVIEW: Ensure that all practitioners understand their role when considering allegations of bruising including consideration of images which appear to show bruising. This should include:</p> <ul style="list-style-type: none"> <li>• convening a strategy discussion with relevant agencies, both in and outside working hours</li> <li>• an assumption that a medical will be</li> </ul>	<p>Review joint working protocol between schools and MASH.</p> <p>Direct MASH workers to ensure that there is a routine process for feeding back to agencies, outcomes of referrals</p>	Nat. Enq. 1.7	Interim Head of Service Early Help and Partnerships, MASH and Childrens Assessment Service. / CSPR Panel

	<p>required and recording the rationale for any decision not to arrange a Child Protection Medical where there are allegations of bruising or other concerning external injury. The absence of visible marks should NOT be a reason, without consultation with a Paediatrician • discussion with the on-call Paediatrician with respect to arranging a Child Protection Medical Assessment</p> <ul style="list-style-type: none"> <li>• ensuring that all relevant information on the child and family is available at the time of this assessment</li> <li>• the medical assessment should be done in accordance with RCPCH's standards for such assessments, and such assessments subjected to peer review.</li> </ul>			
2.8	Scope and develop a plan for implementing a broader Harmful Sexual Behaviour (HSB) offer in Solihull	<p>Solihull YOS to second a worker to Birmingham HSB</p> <p>Seconded worker to work with BHSB to support in increasing skills and knowledge of HSB</p> <p>In line with the secondment plan develop awareness sessions with key partnership agencies to deliver training</p>	IOCS	Service Manager - Exploitation, Missing and Youth Justice Service
2.9	Develop the under 12 service provision for child who require HSB support (6.8c broken down)	<p>Identify professionals to undertake the training. Names to be provided Collated on Oracle</p> <p>Training to be provided to professionals working with children in Solihull U12 for children who display harmful sexual behaviour</p> <p>To liaise with training and development to support in promoting the training</p>	IOCS	<p>Service Manager - Exploitation, Missing and Youth Justice Service</p> <p>Seconded HSB Worker</p>
2.10	Develop HSB training plan for schools, front line practitioners across Solihull Metropolitan Borough Council	<p>Seconded and YOS manager to meet with Solihull leadership team to provide overview of the offer and to seek candidates</p> <p>Identify professionals to undertake the training. Names to be provided</p> <p>Collated on Oracle</p>	IOCS	Service Manager - Exploitation, Missing and Youth Justice Service
2.11	Review and redefining the HSB pathway in Solihull with the MASH, Children's Social Care	<p>YOS/HSB to meet with Solihull MASH Meeting completed</p> <p>To provide MASH with an overview of the HSB offer and pathway Pathway developed</p> <p>To provide MASH with the criteria and definitions of HSB and thresholds to support with the triage of referrals</p> <p>To develop a referral form in line with thresholds for HSB specialist service (Hacketts and CSWS thresholds)</p>	IOCS	<p>Principle Social Worker, HSB manager and Assistant Youth Offending Team Manager</p> <p>As above</p> <p>As above</p> <p>As above</p>

		YOS and MASH to devise referral pathway for HSB referrals to go to MASH not YOS		YOS, MASH and HSB
		Explore providing consultation and advise to those children who do not meet the thresholds for HSB		HSB
2.12	Contribute to HSB returns and performance data	Monitoring return to be submitted to funders quarterly.	IOCS	Service Manager Exploitation, Missing and Youth Justice Service and HSB Team
2.13	Deliver HSB awareness raising session in schools and with broader partners	Awareness training on HSB to school DSL's in Solihull  To develop a Solihull schools awareness of the referral process criteria and pathways  To develop school resources for children who do not meet HSB thresholds for assessment and intervention	IOCS	HSB team
2.14	a) Ensuring that there is sufficient multi-agency capacity within the MASH to meet children's needs promptly	Education, Health, Police and Probation to increase officer presence and contribution to MASH  Initial (and ongoing) review of partner capacity to ensure lateral checks are completed and multiagency discussions are held in a timely way to inform decision making at the front door.	JTAI 1.1a / 6.1b	Director of Children's Services and Skills
2.15	Ensure that comprehensive performance information and a robust audit programme, relating to practice and impact for children in the MASH, are delivered and regularly considered by the LSCP refers to 6.14 in merged plan	A )Development of MASH scorecard and audit programme with reporting mechanisms into the LSCP Executive  b) Managers in MASH are directed to apply timescales for actions to be completed	JTAI 1.1b / 6.2	Director of Nursing – Quality & Safeguarding / Assistant Director - Children's Safeguarding / Assistant Director - Quality Assurance, Performance and Improvement
2.16	Children and young people are involved in the oversight of, and activities related to children's social care	a) Establish a participation officer post b) Develop a team of children's champions	IOCS	Interim Assistant Director Improvement
2.17	The partnership's executive group does not receive regular information relating to the effectiveness of practice in the front door MASH or the impact on improving children's lives. 6.14 merged plan  Until recently, scrutiny has not been focused enough on the oversight of the MASH and it is too soon to see an impact of this on improving children's outcomes. 6.14 merged plan	Development of MASH scorecard and audit programme with reporting mechanisms into the LSCP Executive	JTAI 3.3	Director of Nursing – Quality & Safeguarding
2.18	Ensuring that the right agencies are represented in the range of the LSCP's activities and that there are sufficient resources to support the LSCP to carry out its statutory functions. Refers to 6.17 in Merged plan	Initial response to increase immediate capacity needs followed by comprehensive review of LSCP functions, resourcing, and budget to ensure resourcing is viable going forward	JTAI 1.1c	Director of Children's Services and Skills
2.19	The education representative in the MASH has created effective relationships with Solihull schools' staff and has access to appropriate information systems in the local area. The daily demand on resources means that not all MASH education assessments are completed swiftly.	Review joint working protocol between schools and MASH. Direct MASH workers to ensure that there is a routine process for feeding back to agencies, outcomes of referrals  Review the partnership MASH arrangements to ensure: <ul style="list-style-type: none"> <li>• multi-agency capacity is able to meet demand</li> <li>• performance information and scrutiny activity is used to support core child protection procedures • frontline practitioners</li> </ul>	JTAI 1.2  Nat Enq 1.2	Interim Head of Service Early Help and Partnerships, MASH and Childrens Assessment Service / CSPR Panel

		<ul style="list-style-type: none"> <li>• understand the importance of safeguarding and domestic abuse referrals</li> <li>• a more “Think Family” approach based on best practice specifically between Adult Mental Health, MARAC and Children’s Services</li> </ul>		
2.20	Review their strategic and operational responsibilities as recommended nationally by this review. This review should include making sure that they have an understanding of learning from the review, oversight of performance, that priorities are agreed and funding is fair and equitable	Review their strategic and operational responsibilities as recommended nationally by this review. This review should include making sure that they have an understanding of learning from the review, oversight of performance, that priorities are agreed and funding is fair and equitable	Nat Enq. 1.1	CSPR Group
2.21	Ensure that the right agencies are represented in the range of the LSCP activities and that there are sufficient resources to support the LSCP to carry out its statutory functions, particularly multi-agency quality assurance of practice.	Ensure that the right agencies are represented in the range of the LSCP activities and that there are sufficient resources to support the LSCP to carry out its statutory functions, particularly multi-agency quality assurance of practice.	Nat. Enq 6.17	CSPR Group
2.22	<p>West Midlands Police need to take urgent action to improve the quality of information held on the ‘Connect’ system to make sure that links to connected individuals are present and accurate, and to reduce multiple records held against the same person, so that risk to children can be clearly seen, recognised, and shared when appropriate. Inspectors are concerned about incomplete records within the police ‘Connect’ system. Inspectors saw examples of separate records for the same person (because a name had been spelled incorrectly), children not linked on the system to their parents/carers, siblings or significant others and connections between children and those who pose a risk. This means that when officers and staff research ‘Connect’, they may miss important information, potentially leaving children at risk of significant harm</p> <p>It is recognised that some frontline police officers, when making referrals, are continuing to record children in the wrong place, or not at all, on the system. Some of this risk is mitigated with further checks by the police central referral unit. However, the effectiveness of this quality assurance has limitations when the electronic records are not created correctly at the first point of contact.</p>	<p>a) System programmers to introduce an additional mandatory question set during domestic and child abuse investigation recording. This will ensure child safeguarding questions are answered and remind / nudge the recording user to add the children to the investigation. 6.21 merged plan</p> <p>b) Creation of user focussed data quality campaign – ‘Think before you link’ – to increase awareness of importance of linking children to domestic abuse and child abuse investigations. 6.22 merged plan</p> <p>c) Subsequent roll out phases of CONNECT will allow additional linking by data types like home address and phone number, which will reduce the likelihood of duplication.6.23 merged plan</p> <p>d) Commission WMP data lab to develop a match list of Person duplicates. This has the benefit of using linked data (e.g., home address / mobile telephone number) to identify duplicates which is not possible within CONNECT. 6.24 merged plan</p> <p>e) System programmers to utilise the functionality to undertake auto merging within the CONNECT system. This is a relatively simple data loading activity which has previously been undertaken by Essex police. 6.25 merged plan</p> <p>f) Development of a MASH proforma document template within CONNECT to speed up routine partnership disclosure processes. This will free up capacity for enhanced checks of CONNECT data in higher risk cases. 6.26 merged plan</p>	JTAI 2.1	T/Detective Chief Superintendent Public Protection Unit / T/Detective Chief Inspector Public Protection Unit
2.23	<p>Sharing learning from significant incidents with the wider workforce across the partnership.</p> <p>Learning from significant incidents in Solihull is not shared effectively with the wider workforce. The Child Safeguarding Practice Review subgroup, which was developed in December 2020, meets regularly, and is well attended. It monitors identified learning from practice reviews. However, there has been no agreement on how this learning can be shared more widely.</p>	<p>a) To share learning from incidents across the whole system.</p> <p>b) Ensure that there are processes in place to review and scrutinise outcomes and recommendations identified at the Rapid Review following a serious incident.</p> <p>c) Briefing paper containing key learning and actions arising from the last six rapid reviews to be shared with practice leads across the partnership</p> <p>d) Development of communications strategy to regularly share learning from serious incidents with the wider workforce</p>	JTAI 8.1	Chair of CSPR Panel
2.24	There is no current assessment of the wider partners’ learning needs to inform a multi-agency training programme.	Completion of training needs analysis once agreement is secured in respect of the training charging policy	JTAI 8.2	Business Manager LSCP



2.25	Reduction Strategy. This clearly sets out the strategic objectives to assess and reduce risk for all vulnerable people in Solihull. Improved screening tools and a localised National Referral Mechanism process are having a positive impact in identifying risks to children and the partnership response. However, this is not fully effective in practice.	<p>a) Use the strategy to develop an improved response to all age exploitation with a clear focus on children and young people.</p> <p>b) Develop a hub base with contextual approach to exploitation with direct interface with early help and children social care point of entry and partnership with adults around the transition of young people to adult services.</p> <p>c) West Midlands police to share expertise and resource to enable best practice in the new hub as mentioned above.</p>	JTAI 8.3	Director of Children's Services and Skills
2.26	Most partner agencies told inspectors that they were not involved or kept informed about the outcomes of their concerns and that they felt it necessary to 'chase' the MASH for an update on what decisions had been made.	Direct MASH workers to ensure that there is a routine process for feeding back to agencies, outcomes of referrals	JTAI 6.3	Assistant Director - Children's Safeguarding
2.27	The probation service does not routinely collate themes from practice (audits).	The Probation Service has a regional Quality and Performance Unit that is actively collating themes from a range of sources – Serious Further Offence reports, Operational and Assurance Group (OSAG) Audits, inspections etc. Capacity to disseminate learning has temporarily reduced as the organisation focuses on resourcing front-line activity but will be restored. Internal audit frequency lessened during the COVID period of Exceptional Delivery Models but is due to resume with further rollout of the 'SAQ' self-assessment process	JTAI 3.5	Head of Probation
2.28	West Midlands Police focus more on compliance with process and crime recording rather than the quality of practice (audits).	<p>a) WMP will undertake an extensive review of current and future audits.</p> <p>b) Implemented several internal PPU audits focused on professional curiosity within the MASH, voice of a child and child investigations. c) Engage with multi agency audits and to focus on internal audits that undertake further understanding of the voice and journey of a child</p>	JTAI 3.6	T/Detective Chief Superintendent Public Protection Unit / T/Detective Chief Inspector Public Protection Unit
2.29	The oversight and understanding of safeguarding risks by operational leaders in health services are inconsistent	Ensure shared understanding of the required oversight of safeguarding by operational managers across Health	JTAI 3.7	Director of Nursing – Quality & Safeguarding
2.30	<p>The communication between health agencies in the MASH and their access to all health information held about children to ensure timely and effective information- sharing that informs decision making for children</p> <p>The health representatives in the MASH do not have access to each other's records and this makes it difficult for them to provide support to one another when requests for health information are made.</p> <p>Furthermore, the MASH health representatives do not have access to information stored in crucial health systems such as Birmingham Children's Hospital and University Hospitals Coventry and Warwickshire.</p>	<p>To scope the numerous IT systems across Health to identify how the NHS staff can access all systems so that there is resilience within MASH</p> <p>Following scoping exercise implement desired solution</p>	JTAI 4.1	Director of Nursing – Quality & Safeguarding
2.31	For some children who attend school outside Solihull, their school nursing records are not available to Solihull MASH, and this restricts the extent of information that can be shared in the MASH and used for planning next steps	Health Representation in MASH will have access to school nursing from other areas.	JTAI 4.2	Director of Nursing – Quality & Safeguarding
2.32	Probation staff do not routinely store information about child safeguarding on their case recording systems. This means that	Probation electronic case file were lacking copies of MASH referral. It became clear that probation practitioners were unaware of facility	JTAI 4.3	Head of Probation



	there is a high risk of critical safeguarding information about children not being passed on to new staff upon reallocation and safeguarding information is not accessible for management review or for any quality assurance activity	to create a PDF of the electronic form prior to pressing send. Process has now been clarified		
2.33	In September 2021, West Midlands Police introduced Operation Encompass and regularly share information about domestic abuse incidents with schools in Solihull. This assists school staff to support children in school. However, school nurses do not receive notification of an incident of domestic abuse	<p>A first review meeting was held May 22. The purpose of Operation Encompass was clarified and agreed – timely, relevant, and proportionate information shared between Police and Schools DSL leads. Teachers can monitor children and can respond by providing practical support to the child, such as breakfast.</p> <p>Further work is being undertaken to strengthen the process, so those directly and indirectly involved understand the purpose and process. The intention is to produce procedural guidance setting out the purpose, scope, and process of Operation Encompass in Solihull. This will provide structure and transparency of how the scheme operates locally both in</p>	JTAI 4.4	T/Detective Chief Superintendent Public Protection Unit / T/Detective Chief Inspector Public Protection Unit
2.34	The probation services' management oversight of safeguarding children's referrals, and record-keeping.	<p>Now that the process for storing referral forms has been clarified, they will be dip-sampled for quality by senior probation officers on a quarterly basis utilising formal Probation Service audit tool.</p> <p>First quarterly dip sampling exercise scheduled for March 2022. Exercise to incorporate review of recording to supplement Touchpoint oversight model</p>	JTAI 5.2	Head of Probation
2.35	When there is an incident of domestic abuse, police staff do not always capture the voice of the child well enough. This has an impact on the quality of information shared with the MASH about the child's lived experience.	<p>a) WMP will undertake a review and delivery of the voice of child with frontline staff and the internal processes that will capture the activity to share with partners. 3.14 merged plan</p> <p>b) Ongoing training for officers around the capturing the voice of a child.</p> <p>Review of current training in relation to recording of the voice of the child in conjunction with learning and development and the force vulnerability lead to strengthen 3.14 merged plan</p> <p>d) Development of a MASH proforma document template within CONNECT to speed up routine partnership disclosure processes and free up capacity for enhanced checks of CONNECT data in higher risk cases. 3.14 merged plan</p> <p>c) System programmers to introduce an additional mandatory question set during domestic and child abuse investigation recording. This will ensure child safeguarding questions are answered and remind / nudge the recording user to add the children to the investigation.</p>	JTAI 5.3	T/Detective Chief Superintendent Public Protection Unit / T/Detective Chief Inspector Public Protection Unit
2.36	Review the partnership MASH arrangements to ensure multi-agency capacity is able to meet demand	Review the partnership MASH arrangements to ensure multi-agency capacity is able to meet demand	Nat Enq. 1.2a	CSPR Group
2.37	Review the partnership MASH arrangements to ensure performance information and scrutiny activity is used to support core child protection procedures	Review the partnership MASH arrangements to ensure performance information and scrutiny activity is used to support core child protection procedures	Nat Enq. 1.2b	CSPR Group

### Theme 3 – Workforce

Lead: HR Business Manager Childrens & Schools

Objective: To ensure that the workforce is equipped and supported to provide best practice towards safeguarding children and families

Ref	Improvement Need	Action	Derived From	Action Owner
3.1	Children's wellbeing, safety and needs are identified and supported through the use of interactive skills.	Direct work training to be offered to all practicing staff. This should include training on how best to record the direct work that is undertaken.  Encourage booking through SLT.	IOCS	HR Business Manager Childrens & Schools/Interim Principal Social Worker/ Workforce Development Manager
3.2	Children's wellbeing, safety and needs are identified and supported through the use of interactive tools.	a) Electronic tools for direct work to be commissioned.  b) Mind of My Own implementation project established Opportunity to explore participation strategy	IOCS	a) HR Business Manager Childrens & Schools/Interim Principle Social Worker  b) Head of Service – Commissioning for Children and Young People/ Interim Head of Service Safeguards
3.3	Staff are clearly able to apply pre-birth procedures to practice.	Offer refresher training and direction to staff on pre-birth procedures.	IOCS	HR Business Manager Childrens & Schools/Interim Principal Social Worker/ Interim Head of Service Early Help and Partnerships, MASH and Childrens Assessment Service.
3.4	Supervision is routinely reflective and analytical with clear and SMART decision making.  Management oversight and accountability is clearly evident on children's records.  Managers and practitioners clearly understand and comply with frequency requirements for case supervision.	The supervision policy should be reviewed and all managers should be trained in reflective supervision within six months. The policy should state how records of supervision are made with key responsibility for the manager to demonstrate explicit oversight, reflection and analysis. The policy should also specify the frequency expected of how often each type of child's case (by status, e.g., Children in Need, Child Protection, Looked After Children, care leaver) should be reviewed in supervision.	IOCS	HR Business Manager Childrens & Schools/Interim Principle Social Worker/Interim Assistant Director Improvement
3.5	Children's Services workforce (not Social workers and family support workers) hold manageable caseloads	Cross reference to the review of capacity of children's social care (2.13)  Caseload levels are monitored through performance management data	IOCS	Assistant Director - Highways & Environment
3.6	Personal Advisors hold manageable caseloads	Caseloads of personal advisors should be reviewed. A remedial plan to be agreed.	IOCS	Assistant Director - Children's Safeguarding HR Business Manager Childrens & Schools/Head of Service for Children in Care and Care Experienced Young People
3.7	The workforce is supported by a range of provisions, including HR and occupational support; supervision and management oversight; and workload management.	The workforce strategy is further developed to include a section on support for the workforce. This should encompass all HR support provisions as well as supervision, management oversight and workload management.	IOCS	Andrea Ashley
3.8	Sufficient senior management capacity	Add one Assistant Director and one Head of Service to the service structure, agree funding	IOCS	HR Business Manager Childrens & Schools
3.9	Sufficient children's commissioning capacity Agreed children's commissioning remit	Review children's commissioning capacity in the context of a corporate approach	IOCS	HR Business Manager Childrens & Schools/Interim Assistant Director Improvement
3.10	Senior leaders are regularly informed on recruitment and retention activity	Data and information set to be produced on recruitment and retention.	IOCS	Head of Service Commissioning for Children and Young People/ Assistant Director Commissioning
3.11	Sufficient management capacity within YOS	Review YOS leadership and management capacity - and cross reference to 2.13	JTAI 1.3	HR Business Manager Childrens & Schools
3.12	Sufficient capacity within MASH	Review capacity and cross reference with 2.13	IOCS	Assistant Director - Children's Safeguarding
3.13	Ensure there is sufficient capacity across children's social care and YOS and that the structure supports best practice	Review the structure and capacity of children's social care	IOCS	Interim Head of Service Early Help and Partnerships,3MASH and Childrens Assessment Service.

2.14	Leaders and managers are skilled and supported to undertake their responsibilities	Leadership and management training to be arranged	IOCS	Assistant Director - Highways & Environment
2.15	MASH actions are completed in a timely way	Managers in MASH are directed to apply timescales for actions to be completed	IOCS	HR Business Manager Childrens & Schools/Interim Assistant Director Improvement
2.16	Workforce needs are fully understood and addressed	Establish a workforce strategy board	IOCS	Interim Head of Service Early Help and Partnerships, MASH and Childrens Assessment Service.

## Theme 4 – Quality of Practice

Lead: Assistant Director - Children's Safeguarding

Objective: Children and families are supported by analytical, reflective, and clear assessments and plans

Ref	Improvement Need	Action	Derived From	Action Owner
4.2	Child and Families Multi Agency Assessment are completed ensuring that Children and families' needs are assessed and responded to within statutory timescales.	<p>Significantly improve percentage of assessments completed within 45 days. LCS digital link with recording assessments that are open for over 45 days. (S37 workflow). Increase our resource to meet the immediate need until we are able to establish the changes within the MASH and demand has stabilised. Development of the Early Help offer and consistency around threshold application will have an impact on future demand.</p> <p>Undertake a review to develop and improve quality of assessments completed.</p> <p>Undertake screening processes within MASH to improve professional curiosity and decision making</p>	JTAI 6.4	Interim Head of Service Early Help and Partnerships, MASH and Childrens Assessment Service. / Head of Service - Family Support and Child Protection Service (with all HoS input) / Assistant Director - Business Systems (System and Training)
4.3	Visits to children and families are consistently evidenced and have purpose related to referral concerns and plans.	Training to all social workers, family support workers and personal advisers on purposeful visiting.	IOCS	Interim Principal Social Worker/ Workforce Development Manager
4.4	All managers, at all levels, IROs and CP chairs demonstrate accountability and evidence of decision making on children's records.	Senior managers to direct those managers enter all informal management oversights into children's records.	IOCS	Assistant Director - Quality Assurance, Performance and Improvement/ Interim Head of Service Safeguards
4.5	<p>Assessments identify children and families' needs.</p> <p>Ensure that all assessments undertaken by agencies draw on information and analysis from all relevant professionals, wider family members or other significant adults who try and speak on behalf of the child.</p>	<p>Senior managers should ensure that Team Managers cease the practice of predetermining the outcome of assessments</p> <p>Siblings needs to be identified distinctly and individually (training to be provided)</p> <p>Professional curiosity to be demonstrated. (Training to be provided)</p>	Nat. Enq 1.4	Assistant Director - Quality Assurance, Performance and Improvement/ Interim Head of Service Safeguards/ CSPR Panel
4.6	Teams discuss and share best practice methods for direct work.	<p>Direct work sessions within teams to be established.</p> <p>Direct tools and links to tools to be accessible through a practice hub page</p> <p>Commissioning Young People's Justice Board / OVOS training and discussion with young people around language.</p> <p>Available end of summer.</p>	IOCS	Interim Principal Social Worker/ Advanced Practitioners
4.7	Social work and legal practitioners and managers are clear about the pathway for legal planning.	A legal planning pathway to be developed and disseminated to staff.	IOCS	Head of Service - Family Support and Child Protection Service
4.8	When children need to be safeguarded urgently, there is sufficient capacity to obtain legal advice.	Capacity for urgent legal planning meetings to be created.	IOCS	Head of Service - Family Support and Child Protection Service/Principal Lawyer
4.9	Unborn children are safeguarded through prompt pre-birth assessments and plans	Review and relaunch pre-birth procedures using the LSCP procedures. With engagement through Workforce Forum and Leadership Forum.	IOCS	Interim Principal Social Worker/ Interim Head of Service Early Help and Partnerships, MASH and Childrens Assessment Service. / Head of Service - Family Support and Child Protection Service
4.10	Care leavers are supported by best and reflective practice	Undertake a specific review of the 16 plus service focussing on best and reflective practice.	IOCS	Head of Service for Children in Care and Care Experienced Young People
4.11	Care experienced young people are in suitable accommodation and needs are fully supported.	Housing protocol recently reviewed and new offer for 'second chances' in place for care leavers.	IOCS	Head of Service for Children in Care and Care Experienced Young People / Head of Service for Looked After Children, Fostering and Adoption
4.12	Care experienced young people are in education, employment or training.	Liquid Logic form needs adaptation so that it is a standalone document (see system section) - Pathway Plan	IOCS	Head of Service for Looked After Children, Fostering and Adoption /Assistant Director - Business Systems

4.13	Housing is offered to homeless and care leaving young people in accordance with their needs.	Joint housing protocol reviewed.	IOCS	Head of Service for Looked After Children, Fostering and Adoption
4.14	Group supervisions advance practitioners and managers ability to practice reflectively and analytically.	Monthly group supervision sessions should be introduced within all teams within one month	IOCS	Interim Principle Social Worker
4.15	Numbers of children in care are proportionate to children and young people's needs.	Exiting care strategy in place to ensure progress related to: <ul style="list-style-type: none"> <li>• SGOs</li> <li>• Revocations of Care Orders</li> <li>• Residual delays in adoption Entry/exit care panel established and operational from January 2022.</li> </ul>	IOCS	Head of Service for Looked After Children, Fostering and Adoption
4.16	Children in care are placed in regulated placements	Establishment of residential units  Commissioning strategy	IOCS	Head of Service for Looked After Children, Fostering and Adoption  Head of Children & Young People Commissioning Service Manager- Exploitation, Missing and Youth Justice Service
4.17	Improved safeguarding for young people who are vulnerable to missing episodes	Review the missing offer bring the missing offer in house with increased front-line capacity	JTAI 6.1c	Head of Service - Family Support and Child Protection Service /Head of Service for Children in Care and Care Experienced Young People / Interim Head of Service Early Help and Partnerships, MASH and Childrens Assessment Service.
4.18	Senior managers know about and prioritise allocation of children's case work	a)Frequent performance management information in the event of unallocated cases b)Formal reports to SLT and to Improvement Board c)Challenging teams regarding allocation	IOCS	Head of Service for Looked After Children, Fostering and Adoption
4.19	Insufficient numbers of foster carers	Foster Carer Recruitment drive Marketing budget to be approved	IOCS	Head of Service for Looked After Children, Fostering and Adoption
4.20	Insufficient children's home placements	Develop residential children's home. Project plan and group to be established	IOCS	Interim Assistant Director Improvement / Head of Children & Young People Commissioning
4.21	Ensure cost effectiveness of children's placements	Client cost review as part of supervision, supported by appropriate guidance and training Effective commissioning and contract management of external placements  Spending forecasts to be developed	IOCS	Head of Service for Looked After Children, Fostering and Adoption / Head of Service for Children in Care and Care Experienced Young People
4.22	Children placed for adoption and in family arrangements do not experience delays	Address adoption and Private Order backlog	IOCS	Assistant Director - Children's Safeguarding
4.23	Improve social work practice	Implement Strengthening Families Model	IOCS	Interim Principal Social Worker/ Head of Service for Children in Care and Care Experienced Young People/ Assistant Director - Children's Safeguarding
4.24	Strategy meetings take prompt action with full engagement of partners  All agencies' attendance at, and engagement with, child protection meetings, discussions, and information-sharing forums  When a child protection concern is identified, timely decisions are made. However, not all agencies are invited to, or attend, child protection strategy meetings. This means that decisions are being made when those present do not have all the relevant information about a child and their family. For most children, the right decisions are made based on the presenting information, and prompt actions are taken to progress next steps	a)Ensure strategy meeting invitations are sent promptly b)Ensure all relevant partners are invited to strategy meetings c) Monitor timescales for strategy meetings and attendance d)Redesign Strategy meeting template  Development of performance measures to monitor attendance by partner agencies at strategy meetings, MAACE meetings, CIN meetings and child protection conferences with headline information reported into ARG	JTAI 7.1 / 7.2	Head of Service - Family Support and Child Protection Service/ Interim Principal Social Worker/ Interim Head of Service Safeguards / Interim Head of Service Early Help and Partnerships, MASH and Childrens Assessment Service.
4.25	Notifications for ICPCs are prompt giving adequate time for attendees to commit to the process	a) Review process and timescales for invitations to ICPCs and monitor for improvement.	JTAI 7.3	Head of Service for Children in Care and Care Experienced Young People

	Health and police staff report that they often receive an invitation to initial child protection conferences (ICPC) too late. This means they cannot always attend or provide an up-to-date health assessment of the child.	b) Review process and timescales for invitations to ICPCs and monitor for improvement.		
4.26	Strategy meetings contain SMART actions	Chairs of strategy meetings to be directed to make SMART actions in strategy meeting minutes	IOCS	Interim Principle Social Worker
4.27	Effective case transfers between teams	Case transfer protocol to be developed	IOCS	Service Manager - Exploitation, Missing and Youth Justice Service /Head of Service for Looked After Children, Fostering and Adoption
4.28	Safeguarding information is exchanged between EDT and YOS	Direct EDT to notify YOS of safeguarding incidents that involve young people known to YOS.  EDT to undertake YOS checks for every safeguarding incident.	IOCS	Service Manager - Exploitation, Missing and Youth Justice Service
4.29	Child's voice is clear in out of court disposal triage	Assessments are undertaken prior to triage	IOCS	Service Manager - Exploitation, Missing and Youth Justice Service
4.30	Full agency representation at (YOS) triage	Review additional representation at triage to include the social worker and education rep.	IOCS	Interim Assistant Director Improvement / Service Manager - Exploitation, Missing and Youth Justice Service
4.31	Response to increasing volume of missing and exploitation incidents	Review of missing and exploitation offer	IOCS	Assistant Director - Children's Safeguarding Service Manager Exploitation, Missing and Youth Justice Service / Interim Principle Social Worker
4.32	Staff are able to access practice tools and information electronically through a central hub	Intranet page to be developed to hold research information, practice model updates, documents and tools and named as a practice hub	IOCS	Interim Head of Service Early Help and Partnerships, MASH and Childrens Assessment Service.  CSPR Panel
4.33	Implement Contextual Safeguarding Approach into Children's Services practice To Implement Practice Standards for Child exploitation that support the Practice System from assessment through to CLA and care experienced. Practice Improvement and Quality standards. Re: Child Exploitation and transfer from Child Protection and Child in Need Areas missing - PLO (Public Law Outline).	Implement the contextual safeguarding procedures into practice across front line children's services -Review SMBC contextual safeguarding champions and identify (new) champions/leads from WSWS, Stronger communities and other partners where relevant <ul style="list-style-type: none"> <li>Develop training strategy to Implement trauma informed practice to support contextual safeguarding approach enhancing offer</li> <li>Develop pathways and processes to Implement contextual safeguarding practices across Solihull -Capture the voice of the child to assist in shaping the delivery of services for young people that are being exploited</li> </ul>	IOCS	Service Manager Exploitation, Missing and Youth Justice Service / Interim Principle Social Worker
4.34	Review and commission strategies to ensure practitioners know how to respond to: <ul style="list-style-type: none"> <li>incidents of domestic abuse and have a clear understanding of coercive and controlling behaviour, including female perpetrators and as well as the impact of domestic abuse on children</li> <li>the risks to children of prisoners, that they are supported and safeguarded and considered as vulnerable in their own right.</li> </ul>	Review and commission strategies to ensure practitioners know how to respond to: <ul style="list-style-type: none"> <li>incidents of domestic abuse and have a clear understanding of coercive and controlling behaviour, including female perpetrators and as well as the impact of domestic abuse on children</li> <li>the risks to children of prisoners, that they are supported and safeguarded and considered as vulnerable in their own right.</li> </ul>	Nat. Enq 1.3	CSPR Group

## Theme 5 – Performance Management Information and Quality Assurance

Lead: Assistant Director - Quality Assurance, Performance, and Improvements

Objective: To ensure that senior leaders are confident that children and families needs are safeguarded and supported in line with statutory requirements.

Ref	Improvement Need	Action	Derived From	Action Owner
5.1	Escalations are consistently and appropriately made by IRO's and Child Protection Chairs and are positively responded to by managers and practitioners.	The IRO/CP quality assurance process to be reviewed, potentially renamed as an escalation process and monitored for use and compliance and is aligned with a partner agency escalation process	IOCS	Interim Head of Service Safeguards/ Assistant Director - Quality Assurance, Performance, and Improvement
5.2	Hard to reach young people are enabled to express their wishes and feelings	A new app (Mind of My Own) has been commissioned to support the gaining of young people's views. Participation Strategy to capture how we reach and engage with hard-to-reach young person. Reference work around HAF. Engagement day for service user to receive direct feedback. (Cross reference with 2.2)	IOCS	Interim Head of Service Safeguards/ Assistant Director - Quality Assurance, Performance, and Improvement
5.3	Youth Justice offers prompt prevention work with relevant young people	Review of capacity for Youth Justice prevention work (cross reference with 2.13 Workforce Remodelling currently on hold)	IOCS	Service Manager Exploitation, Missing and Youth Justice Service /Assistant Director - Children's Safeguarding
5.4	Children's safety is monitored through appropriately frequent visits	Performance monitoring data to include frequency of child protection visiting	IOCS	Interim Head of Service Safeguards/ Head of Service - Family Support and Child Protection Service/ Assistant Director - Children's Safeguarding
5.5	Senior managers understand and respond to challenges related to unallocated work.	Performance monitoring data to include numbers and types of unallocated cases. SLT to be able to understand and respond to challenges re: unallocated cases. Case clinic will help to deliver this.	IOCS	Assistant Director - Children's Safeguarding
5.6	Senior leaders can be assured that quality assurance mechanisms are effective at improving practice.	Quality assurance processes to be developed to ensure that there is robust monitoring of audit and review recommendations and to assign levels of monitoring in accordance with the level of concern.	IOCS	Interim Head of Service Safeguards/ Assistant Director - Quality Assurance, Performance and Improvement
5.7	<p>All agencies' quality assurance processes to ensure that there is consistent and effective auditing, monitoring and oversight by managers and leaders of practice that is designed to safeguard children.</p> <p>All agencies within Solihull's front door services have some form of quality assurance framework for reviewing the practice and management of safeguarding children, although not all of these are fully embedded and operational.</p> <p>The single and multiagency audits completed by the local area as part of this inspection demonstrated that there is more to do to ensure that audit activity is informing and supporting leaders' understanding of the impact of practice on improving children's lives.</p> <p>The audits reviewed by inspectors identified too much focus on process rather than the child, a lack of reflection and analysis and the prevalence of over-optimism. Some agencies were stronger at auditing practice and understanding children's experiences, including schools and the clinical commissioning group (CCG).</p>	Development of guidance/training to ensure that single agency audits meet the required standards and that managers monitor and use the findings to improve practice.	JTAI 3.2	Interim Head of Service Safeguards /Assistant Director - Quality Assurance, Performance and Improvement



5.8	Children's needs are responded to appropriately at referral stage.	A dip sample of repeat referrals to be undertaken to determine reason for recent increase in numbers of repeat referrals.	IOCS	Interim Head of Service Safeguards / Interim Head of Service Early Help and Partnerships, MASH and Childrens Assessment Service./ Assistant Director - Quality Assurance, Performance and Improvement
5.9	Improve data related to UASC	UASC data review	IOCS	Head of Service for Children in Care and CareExperienced Young People /Assistant Director - Children's Safeguarding
5.10	Children and families are supported and safeguarded promptly	Daily reports are made on any level of unallocated cases and reviewed frequently by senior managers.	IOCS	Assistant Director - Quality Assurance, Performance and Improvement
5.11	Performance management information is used to enable prompt responses to children's needs	Establish hourly workflow information for MASH - Hourly workflow information now available in MASH  Embed caseload information reports into performance monitoring data  Review all needs for performance management information  6.1 (ACTION-INTENT) JTAI ACTION PLAN - Establish hourly workflow information for MASH - Embed caseload information reports into performance monitoring data - Review all needs for performance management information	IOCS	Interim Head of Service Early Help and Partnerships, MASH and Childrens Assessment Service/ Assistant Director - Quality Assurance, Performance and Improvement
5.12	Performance Monitoring Information enables the service to improve	Review Performance monitoring reports	IOCS	Assistant Director - Business Systems/ Assistant Director - Quality Assurance, Performance and Improvement
5.13	Regular Youth Justice thematic audits are in place  Capacity issues for managers in children's social care and the YOS mean that auditing activity is not regularly occurring	a) increase capacity. b) ensure audits focus on outcomes for the child c) ensure the voice of the child is evident in audits d) Regular YJS thematic audits are in place.	JTAI 3.4	Service Manager Exploitation, Missing and Youth Justice Service / Assistant Director - Children's Safeguarding
5.14	Expectations on standards of practice to be clear and uniformly applied across the service.  The consistent recording of children's voices across all agencies' records.	A set of practice standards to be developed setting out clear expectations for practice standards on all areas of work, including: <ul style="list-style-type: none"> <li>• Supervision</li> <li>• Management oversight</li> <li>• Assessment</li> <li>• Use of genograms</li> <li>• Voice of the child</li> <li>• Planning</li> <li>• Recording</li> <li>• Regularity and practice related to core</li> <li>• Timeliness of response to referrals</li> <li>• Step up and stepdown standards group meetings</li> <li>• Child protection visiting regularity</li> <li>• Timing and regularity of child in need meetings</li> <li>• Purposeful visiting.</li> <li>• Case transfer</li> <li>• Case closure (including the consideration of the impact on the child and family at supervision, and the views and notification of partner agencies.)</li> </ul> Development of guidance to provide a toolkit for partner agencies to ensure that the lived experience of children is considered and recorded by all professionals, including those who work predominantly with adult service users. This will include an audit tool which can be used by agencies to ensure that practice improvements	JTAI 5.1/ 6.4a	Interim Head of Service Safeguards / Interim Principle Social Worker

		are embedded into their operating processes. (Recommendation from VOC Audit undertaken by Case Audit Group		
5.15	The timeliness and quality of the initial decision-making in the MASH in relation to concerns received about children	<ul style="list-style-type: none"> <li>• Establish hourly workflow information for MASH</li> <li>• Embed caseload information reports into performance monitoring data Review all needs for performance management information</li> </ul>	JTAI 6.1a	Assistant Director - Quality Assurance, Performance and Improvement/ Interim Head of Service Early Help and Partnerships, MASH and Childrens Assessment Service.

## Theme 6 – Childrens Record Keeping System

Lead: Assistant Director - Business Systems

Objective: Children's records are well maintained, easy to navigate and clearly identify children's needs.

Ref	Improvement Need	Action	Derived From	Action Owner
6.1	Use of paperlite to be ceased and all documents to be stored within Liquid Logic folders	Identify capacity for a Liquid Logic 'floor walker'.  Training for all workforce on the uploading of documents to Liquid Logic	IOCS	Assistant Director - Business Systems
6.2	Use of paperlite to be ceased and all documents to be stored within Liquid Logic folders	1.2a Senior management direction to cease use of paperlite as a document storage mechanism.  1.2b Review of all forms on LCS to ensure they are streamlined and have a clear focus on capturing the child's lived experience	IOCS	Assistant Director - Children's Safeguarding  Assistant Director - Business Systems
6.3	All practitioners, managers, business support and senior leaders to be proficient in the use of Liquid Logic	Service wide refresher training on the use of Liquid Logic	IOCS	Interim Head of Service Safeguards
6.4	All practitioners, managers, commissioners, placement officers, business support and senior leaders - Essential information is viewable on children's records	a) System function for child impact chronologies on LL to be corrected, followed by  b) An immediate direction from senior leadership that genograms, case summaries and chronologies should be entered onto all open children's Liquid Logic records and updated after significant events  c) The process to rectify errors in LCS to be simplified and completed in a timely manner	IOCS	a) Assistant Director - Business Systems  b) Director of Children's Services and Skills / Interim Head of Service Safeguards / Interim Principle Social Worker  c) Assistant Director - Business Systems
6.5	Management reports contain all information to ensure that children are being safeguarded and supported promptly.	Update report on management reporting sufficiency	IOCS	Assistant Director - Children's Safeguarding/Assistant Director - Quality Assurance, Performance and Improvement
6.6	Performance information is drawn accurately from the system	Liquid Logic forms for noting care leavers in suitable accommodation and for EET need adaptation so that it is a standalone document	IOCS	Assistant Director - Business Systems/ Head of Service for Children in Care and Care Experienced Young People
6.7	Ensure partners are able to exchange information promptly in MASH within LCS	Improve Police, Education, Health, Probation and Housing access to Liquid Logic in MASH	IOCS	Assistant Director - Business Systems
6.8	Improve interactive systems between YJS, children's services and partners including new residential units	Review potential for system interaction between agencies	IOCS	Assistant Director - Business Systems