



## Strengthening Case Planning, Management Oversight, PLRs and Situational Supervision

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**The new PLR framework** was introduced in October 2017. It is designed to build on the improved practice in supervision since 2014. PLR's have taken place regularly and staff report that they feel supported. However, the new system was developed because we felt that we needed to achieve a higher balance between quality of practice, learning and well-being. It is intended to sit within the Cafcass model of supervision as set out in the Operating Framework. The new PLR tool encourages staff self-assessment, which helps to tailor manager and organisational support for individuals, we currently have over a 1000 self-assessments on the system. In the future, we will use Self-Assessment data to look at area and organisational trends to inform workforce plans including staff development. It is a work in progress and most staff have only had one PLR using the new framework, so managers experience in using it is not extensive.

**Supervision** in Cafcass is a dynamic process. Situational supervision is provided at the point of need. Situational supervision should be recorded on the child's file on ECMS. Staff confirm that situational supervision does take place and they feel supported but this is not consistently recorded.

A review and audit of the new process was planned for 2018, however with the lack of consistency identified by the Ofsted inspectors, a review has been carried out by OMT (February 2018) and the plan below will be put into action, to improve the consistency faster with smart action and further improve management oversight.

The quality of the **case plan** has continued to improve since the 2014 Ofsted inspection. A new template was introduced in 2017 to address concerns about the ability to record the case plan and contact log fully within the pressures of rising work demands. Although it was launched with the best intention of reducing duplication, this has not worked as intended. Instead it has led to some confusion on the difference between the contact log and the case plan; additionally, the IT has not worked as well as expected on the format. We were aware of this and how this had compromised the recording of plans and had put an improvement plan in action.

Since September last year there has been a working group, which includes, FCAs and frontline supervisors, on re-designing the case plan to make it more child-focused, action-orientated and user-friendly. We need to ensure that this is fully tested before implementation however, given recent Ofsted feedback we intend to strengthen the oversight of the current model to influence continued improvement in practice and management oversight.

## Actions in relation to Case Planning, Management Oversight, PLRs and Situational Supervision

February 2018

|    | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Lead                                                             | Date 2018                 | Completed |
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| 1. | Relaunch the supervision framework during April to all supervisors and staff, sharing best practice and incorporating the actions below.                                                                                                                                                                                                                                                                                                                                           | Alex Kemp/Sarah Parsons/<br>Paul Simpson                         | April                     |           |
| 2. | Continue the training for new managers but refresh training, to improve actions and review, with every supervisor throughout June and July at team meeting and including HR.                                                                                                                                                                                                                                                                                                       | Sarah Parsons                                                    | June and July             |           |
| 3. | Continue the Quarterly PLR audits between AD's and HR reporting back into OMT. Nationally Audit and review the revised framework, jointly with NIS and HR, in December 2018 to measure impact.                                                                                                                                                                                                                                                                                     | Anji Owens and Paul Simpson<br>All AD's and HR business partners | Quarterly<br><br>December |           |
| 4. | Strengthen the existing guidance to Improve the recording of situational supervision, to improve consistency, clarifying the level of detail and extent of the recording of supervision needs, All recordings should include clearly defined actions with timescales for completion, which are then followed up.                                                                                                                                                                   | Alex Kemp                                                        | March                     |           |
| 5. | Develop a trigger on ECMS giving managers the ability to request an automated reminder to review a case after providing situational supervision, to ensure actions are achieved. This follow-up should then be noted on the child's file with any outstanding actions.                                                                                                                                                                                                             | Anji Owens /Ben Rolfe                                            | April                     |           |
| 6. | The Supervision Policy to be updated, to contain a list of events (see examples below) that will trigger situational supervision for the supervisor and practitioner.                                                                                                                                                                                                                                                                                                              | Anji Owens                                                       | April                     |           |
| 7. | The ten-day trigger for case planning review will no longer apply and instead a guidance document will be devised (see below some examples) with triggers to alert managers to review. <ul style="list-style-type: none"> <li>▪ The PS/SM will have the ability to select a timeframe within which an alert should be provided on allocation, rather than this being automated at 10 days for all case plan reviews on each case. This will move away from a compliance</li> </ul> | Anji Owens/Sarah Parsons                                         | April                     |           |

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|     | measure, which was necessary at the time, to one that now improves practice and oversight.                       |                 |           |  |
| 8.  | Review of the High Trust Model and the status of Self Regulators and management oversight                        | Christine Banim | April     |  |
| 9.  | Any recommendations coming out of the above review will be incorporated into the planned changes detailed above. | Christine Banim | April     |  |
| 10. | Supervisor and staff Training will be audited to measure impact                                                  | Sarah Parsons   | September |  |
| 11. | Launch the new case plan tool                                                                                    | Anji Owens      | May       |  |

These are just some early ideas of Situational Supervisions and case planning triggers, they are not final or definitive, a detailed guidance will be developed with supervisors to agree the most useful in improving oversight and driving further the improvement in Quality of work:

A 16.4 case lasting longer than 20 weeks:

- Trigger to SM set at 20 weeks and every 5 weeks thereafter
- Trigger to HoP set at 40 weeks and every 5 weeks thereafter

A s.31 case lasting longer than 38 weeks:

- Trigger to SM set at 38 weeks and every 3 weeks thereafter
- Trigger to HoP set at 45 weeks and every 5 weeks thereafter

A s. 25 case lasting longer than 3 weeks:

- Trigger to SM set at 3 weeks and every 5 weeks thereafter
- Trigger to HoP after 15 weeks and every 5 weeks thereafter
- Cases Of Risk;

All cases flagged as involving CSE, trafficking, radicalisation, gangs, FGM, forced marriage, honour based violence or a combination, MARAC, MAPPA etc.

- Trigger to SM set when child needs added and every 10 weeks thereafter
  
- Shielded Cases ; Trigger to Head Of Practice at point of shield
- Section 47 referral follow up.
- At the point of allocation or at any point thereafter, Service Manger or Head of Practice can request an alert be triggered on a specified date for case review.
- For example, if providing situational supervision with specified actions within a certain timescale (e.g. request school information within two weeks), SM should then set an alert for themselves to review this has been done, and follow this up with a note on ECMS.
- Additionally, cases involving a higher level of risk or where the practitioner would for any reason benefit from additional support or scrutiny, SMs can flag the case as requiring their review at a specified date.
- FCAs can also request their SM be requested to review the case at a specified time.

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