

Annex M. Required evidence and reporting

This annex provides detailed guidance for inspectors on required evidence that must be presented in all local authority inspection reports. We report on these areas, all of which are within the evaluation schedule, because they are critical to each of the key and graded judgements and the overall judgement we make on the authority. These areas are also highly significant in respect of the help, protection and care that children, young people, families and carers receive. Weak practice identified by inspectors must lead to precise and specific recommendations for improvement and where necessary, areas for priority action. The column headed 'Inspectors are required to evaluate' does not provide a list of all evidence sources for the inspection, but indicates the key areas and evidence to be gathered and evaluated. It is the responsibility of lead and team inspectors, supported by quality assurance managers, to present this evidence coherently and consistently in all inspection reports.

Where a local authority cannot provide evidence in any of these domains, we will report this deficit clearly in the inspection report. Significant outlying data must also be addressed within the body of the report.

Item	Judgement area/s	Inspectors are required to evaluate:	Inspectors are required to report on:
Key threshold / decision-making points	Help and protection Children looked after and achieving permanence	The threshold for and application of decisions (in the positive or negative) for: <ul style="list-style-type: none"> ■ undertaking an early help assessment ■ providing early help ■ referrals requesting support for children ■ undertaking a child in need assessment ■ providing services under section 17 ■ undertaking section 47 enquiries ■ use of emergency protection orders and any inappropriate use of police powers of protection where the authority should have made an application to the court ■ the making of a child protection plan ■ ceasing a child protection plan ■ becoming subject to a child in need plan where a child protection plan has ceased 	<ul style="list-style-type: none"> ■ all thresholds with particular emphasis on key strengths and weaknesses and our analysis of where thresholds have been set – too high or too low – what has been the impact of the local application of thresholds for children and their families in the local place? ■ if we identify that thresholds are applied differently to different groups, for example, older children, we should report this and the impact on children and young people. ■ how effectively thresholds are understood and applied locally and whether partners and local agencies say that children and families receive help when they need it, either early or at any time when they have been assessed as a child in need. ■ whether the authority is making timely and correct

Item	Judgement area/s	Inspectors are required to evaluate:	Inspectors are required to report on:
		(step-up/down') <ul style="list-style-type: none"> ■ closing a case ■ accommodating a child ■ applying for a care order ■ the use of section 20 accommodation ■ the use of section 31 Care orders ■ decision making about permanency ■ returning a child home ■ placing a child out of authority ■ the decision to provide adoption support 	decisions about when to remove a child from their family and about how to secure permanency for individual children. <ul style="list-style-type: none"> ■ the effectiveness of family support and the understanding about what has changed at home for children who are returning to their families.
Young people who are homeless and aged 16/17	Help and protection Children looked after and achieving permanence Care leavers	<ul style="list-style-type: none"> ■ tracked and sampled cases of children looked after and care leavers – the tracked cases should include at least two care leavers ■ the quality of pathway plans setting out arrangements for accommodation and support for young people ■ the range and suitability of accommodation being provided to care leavers including whether young people are living in houses of multiple occupation (HMO) ■ any current cases where care leavers are homeless or living in bed and breakfast accommodation 	<ul style="list-style-type: none"> ■ the extent to which care leavers are prepared for independence and living in high-quality, safe, permanent and affordable accommodation that meets their needs. ■ the overall suitability of accommodation for care leavers, including how many young people live in specific types of accommodation and whether or not it is suitable for their needs. ■ the numbers in the local authority data page (for example, living in HMOs or in bed and breakfast) must be explained and evaluated in relation to statutory guidance. ■ how effectively the local authority and partners prioritise the current and future accommodation needs of children looked after and care leavers, including their responses to complaints and feedback from care leavers about how safe they feel where they are living.
Missing from home or care	Help and protection	<ul style="list-style-type: none"> ■ the data provided by the local authority about children who have had missing episodes or are currently missing. These 	<ul style="list-style-type: none"> ■ the effectiveness of police and local authority collaboration (including rigorous responses to individual cases) in respect of children who are or

Item	Judgement area/s	Inspectors are required to evaluate:	Inspectors are required to report on:
	Children looked after and achieving permanence	<p>data must be considered by inspectors with the local authority lead for missing children and their police counterpart in Week One of the inspection¹</p> <ul style="list-style-type: none"> ■ tracked cases of children and young people who are missing from home or care – this must include one young person living in a distant children’s home who has gone missing on at least one occasion in the last four months and two further tracked cases of young people who are known to have run away ■ missing report and return-interview records within tracked cases for children who go missing ■ care plans for children who are or who have been missing and specifically the response of the local authority to protect the child and to take this seriously ■ how the local authority engages with parents and family members to protect children, where appropriate and in the child’s best interests, and to explain what is happening ■ the actions of the police and other agencies to protect young people and their use of child protection procedures to do so. For example, strategy and placement review meetings 	<p>who are at risk of going missing. This must include clear reference to volumes, the number of high risk cases where the sexual exploitation of children is known or suspected and the action that has been or is being taken. Specific reference must be made about the volumes of children looked after missing from their placement and the action taken in this regard.</p> <ul style="list-style-type: none"> ■ the effectiveness of plans and action to protect and help children who go missing, including risk assessments and risk management plans. The report must indicate whether the local authority and partners, including the police, take urgent, persistent and effective action when children are known to be missing, including making contact with all known friends and contacts. ■ the effectiveness of support provided to family members when children go missing from home. ■ whether the local authority follows statutory guidance². For example: <ul style="list-style-type: none"> – is there a clear and well-established inter-agency protocol that is followed consistently when children go missing? – are safe and well checks and independent return-interviews held consistently when children are found? Do they lead to decisive interventions to protect children and young people? Do they inform a thorough

¹ For further information, see paragraph 23 and Annex A (items 2.06 and 2.07)

² Statutory guidance on children who run away or go missing from home or care, Department for Education, 2014
www.gov.uk/government/publications/children-who-run-away-or-go-missing-from-home-or-care

Item	Judgement area/s	Inspectors are required to evaluate:	Inspectors are required to report on:
			<p>understanding of particular concerns and risks, both individual and collective, associated with children and young people going missing?</p> <ul style="list-style-type: none"> – how well professionals involved with the care of a child identify and respond to patterns of missing episodes? – does the strategic analysis by the local authority, LSCB and partners result in a strong understanding of the risks associated with going missing and actions that reduce risk to children and young people? Is the strategic response regularly reviewed?
Missing from education	<p>Help and protection</p> <p>Children looked after and achieving permanence</p>	<ul style="list-style-type: none"> ■ cases (tracked or sampled) of children and young people who are missing from education being offered alternative provision or being electively home educated ■ a report on children, for whom the local authority is responsible, who are of school age and who are not in receipt of full-time school education at the time of inspection (Annex A (item 2.06) of the framework and evaluation schedule) ■ the number of fixed and permanent exclusions and arrangements to support their return to school or suitable alternative provision 	<ul style="list-style-type: none"> ■ the number of children missing from education locally, including the number of those who are looked after. What are the trends? Is it an improving picture? ■ the adequacy or otherwise of the report submitted in respect of 2.06 (Annex A). ■ whether the local authority is following statutory guidance³? For example: <ul style="list-style-type: none"> – does the local authority hold clear and up-to-date records of the numbers of children receiving alternative education and for those missing from education? – do children and young people who do not attend school have access to good quality registered alternative provision? – is urgent and effective action taken to protect children where they are missing from school or

³ Children missing education: statutory guidance for local authorities, Department for Education, 2013; www.gov.uk/government/publications/children-missing-education

Item	Judgement area/s	Inspectors are required to evaluate:	Inspectors are required to report on:
			<p>their attendance noticeably reduces?</p> <ul style="list-style-type: none"> – what is the impact of action on children and young people? – is support in school for children looked after effective? – how effectively do all those involved in the care of children – for example schools, the virtual head, social workers and carers – work together to help children and young people return to or remain in suitable education? <ul style="list-style-type: none"> ■ whether children in alternative provision receive at least 25 hours per week. ■
Children who are neglected or physically, sexually or emotionally abused	Help and protection	<ul style="list-style-type: none"> ■ cases (tracked and sampled) of children who are supported by a child protection or children in need plan who are suffering or are likely to suffer or be at risk of both neglect and/or abuse – recorded by category – to include the quality of referral, assessment, plans and work with the child/family ■ data in the pre-inspection briefing and annex A across these categories ■ observation of work with families including core groups and child protection conferences ■ the training that is made available to all local professionals working with children and families in respect of neglect 	<ul style="list-style-type: none"> ■ the prevalence (and actual numbers) of children on child protection plans in each category and recent trends. Are children more likely to be on a plan, or on a plan for longer, due to a particular type of abuse? ■ how long children have a plan and the impact on plans for a second time? ■ whether plans are clear and specific about what needs to change and the action that will be taken where there is no change. ■ the existence or otherwise of an effective strategy to respond to neglect. ■ the extent to which frontline practitioners are confident about their work with families where neglect is known or suspected. ■ the adequacy of support and management oversight of cases where families are not able to comply with the arrangements to protect a child or children.

Item	Judgement area/s	Inspectors are required to evaluate:	Inspectors are required to report on:
			<ul style="list-style-type: none"> ■ the quality and impact of direct work with children and families and the quality and effectiveness of services to support children. ■ the views of children, young people and families about the service they have received.
Children at risk of or being sexually exploited (CSE)	<p>Help and protection</p> <p>Children looked after and achieving permanence</p> <p>Care leavers</p>	<ul style="list-style-type: none"> ■ cases (tracked and sampled) of children who are supported by the local authority who are being sexually exploited or who are at risk of being sexually exploited – to include the quality of referral, assessment, plans and work with children and families ■ data in the pre-inspection briefing and Annex A regarding CSE ■ CSE strategy and action plan ■ the impact on young people, including, where possible, their direct testimony ■ the quality of information shared by the police with the local authority about children and young people whom they know or suspect are at risk of being sexually exploited ■ reports to overview and scrutiny committee or to cabinet, regarding the sexual exploitation of children ■ the local authority's response to the letter sent by ministers in September 2014 with regards to the exploitation of children and young people 	<ul style="list-style-type: none"> ■ the quality and impact of referral, assessment and planning for children and young people with regard to sexual exploitation. ■ the quality and impact of direct work with children and families and the quality and effectiveness of services to support children. ■ the adequacy or otherwise of local authority action where known perpetrators have children of their own, and the assessed risks to their own families and children or those with whom they may come into contact. ■ the level of awareness among professional staff, including their willingness and effectiveness to listen and receive feedback from children and young people. ■ what the known risks are to children looked after – especially (but not exclusively) to those living in children's homes. ■ what action is taken when children looked after are missing. ■ the arrangements to protect care leavers who are at risk of or who have been sexually exploited. ■ the impact of LSCB assessments on the effectiveness of practice. ■ children's experiences and responses to their vulnerability.

Item	Judgement area/s	Inspectors are required to evaluate:	Inspectors are required to report on:
			<ul style="list-style-type: none"> ■ links between policy, practice and effectiveness. ■ what is known about the authority culture in terms of: <ul style="list-style-type: none"> – listening to children, hearing what they say and acting appropriately – hearing from staff at the frontline and engaging with what they say – elected member engagement with the local community – the quality of work with partners to disrupt offenders or preventative work – children and families’ views on the service they have received.
Domestic abuse, parental substance misuse and mental ill-health	Help and protection	<ul style="list-style-type: none"> ■ cases (tracked and sampled) of children who are supported by a child protection plan or child in need plan who are living in household where there is known or suspected domestic abuse and/or parental substance misuse and/or the mental ill-health of a parent or carer– including the quality of referral, assessment, plans and work with children and families ■ data in the pre-inspection briefing and Annex A about these issues ■ data from adult services about parents who suffer from mental ill-health ■ protocols (or similar) between services that support vulnerable adults. For example, community mental health team and children’s social care services ■ the impact and effectiveness of early help in 	<ul style="list-style-type: none"> ■ the prevalence of children living in households who are supported by a child protection plan or child in need plan where domestic abuse, parental substance misuse and mental ill-health are a factor. Where the authority does not know or consider this information regularly, this should be the subject of comment in the report. The local prevalence and impact of domestic abuse, parental substance misuse or mental ill-health on outcomes for children and how well the local authority is working with its partners to reduce this impact. ■ the effectiveness of the work with police and health services to support families early where domestic violence is known or suspected. Refer to any known increase or decrease in prevalence and the quality of information that is shared. ■ the impact of LSCB assessments on the effectiveness of practice.

Item	Judgement area/s	Inspectors are required to evaluate:	Inspectors are required to report on:
		<p>identifying and addressing domestic abuse, parental substance misuse and mental ill-health</p> <ul style="list-style-type: none"> ■ the extent to which there is safe and adequate professional social work expertise in early help services so that risk is identified, assessed and appropriately managed 	<ul style="list-style-type: none"> ■ the quality and impact of referral, assessment and planning for children. Is the quality of work better or worse in any of these circumstances? ■ the quality and impact of direct work with children and families and the quality and effectiveness of services to support children. ■ the effectiveness of work with adult services to support vulnerable parents.
Looked after children living outside the local authority area	Children looked after and achieving permanence	<ul style="list-style-type: none"> ■ the two tracked cases of children looked after who live outside the authority area visited by regulatory inspectors, augmented by further case sampling of looked after children placed out of area ■ the protocol for decisions about children who are to live away from the local area ■ management information on the frequency and quality of Independent Reviewing Officer (IRO) and Social Worker relationships with children living out of the area ■ the annual report of the IRO service ■ the commissioning and sufficiency strategy ■ the strategic plan for children looked after ■ the profile of children living out of area 	<ul style="list-style-type: none"> ■ the experiences and progress of children looked after who live out of area, including their access to effective and timely support, contact with family and friends and plans for permanence; reports should take close account of young people's views. ■ whether arrangements for children to live out of their local area are made in their best interests and in accordance with the care planning, placement and case review regulations. ■ how effectively senior officers and lead members monitor the quality and impact of the care and support for children looked after living out of area? ■ whether children are visited by social workers regularly? How well do IROs monitor the care of children living out of area? ■ whether children living out of the area have the same wider opportunities as all other children looked after (for example, involvement with children in care panel, access to leisure activities and attendance at celebration events).
Achieving the right permanence	Children looked after and achieving	<ul style="list-style-type: none"> ■ cases (tracked and sampled) of children looked after including children and young people who have ceased to be looked after 	<ul style="list-style-type: none"> ■ the extent to which all children and young people are helped to achieve permanence without delay. ■ how well children and families are supported where

Item	Judgement area/s	Inspectors are required to evaluate:	Inspectors are required to report on:
option	permanence	<p>to return home</p> <ul style="list-style-type: none"> ■ commissioning and sufficiency strategies ■ strategic plan for children looked after ■ plans to recruit and retain new families ■ management report of the independent reviewing officer service 	<p>the plan is for the child to return home?</p> <ul style="list-style-type: none"> ■ whether there is a permanence plan in place for all children looked after by the time of their second review? How effectively are children's wishes and feelings taken into account? How well does planning take into account children's needs to maintain positive relationships with people who are important to them? ■ whether the local authority considers the permanence needs of all children and young people, including older children ■ the rigour of tracking permanence plans for children. ■ whether family-finding commences at the earliest possible opportunity? Is the search suitably wide from the outset? For children who require adoption, is the adoption register used in a timely manner? ■ how effectively does matching practice enable a child to achieve permanence with the right family? How realistic are the matching considerations? ■ whether support is effective and provided for as long as it is needed
Educational progress of children looked after	<p>Children looked after and achieving permanence</p> <p>Care leavers</p>	<ul style="list-style-type: none"> ■ cases (tracked and sampled) of children looked after and care leavers ■ the Strategic plan for children looked after ■ the Annual report of the Virtual Head Teacher ■ the child-level data for children looked after including details of educational provision and progress ■ any evidence provided by teachers and 	<ul style="list-style-type: none"> ■ the educational progress of children looked after, including the extent to which the attainment gap between looked after children and their peers is narrowing. ■ how long on average looked after children wait for a school place when they move into the area (including reference to this not being known if this is the case), and whether they are disproportionately excluded.

Item	Judgement area/s	Inspectors are required to evaluate:	Inspectors are required to report on:
		<p>schools about children’s academic progress. Inspectors should assess how many looked after children made the expected level of progress</p> <ul style="list-style-type: none"> ■ evidence on educational progress and outcomes, including data on attainment, progress, attendance, exclusion, personal education plans, alternative educational (Annex A) ■ the report on looked after children who are not in receipt of full-time school education at the time of inspection (Annex A) 	<ul style="list-style-type: none"> ■ the effectiveness of multi-agency support, including that of social workers, parents and carers, to help looked after children achieve at school, including the quality and impact of personal education plans. ■ whether looked after children are helped to remain in school even if they move from where they were living when they first started attending their current school. ■ the effectiveness of support provided to children looked after to help them achieve educationally, including the impact of the virtual school. ■ the effectiveness of support to young people to achieve successful transitions into higher and further education, training and employment. ■ how effectively the virtual school head ensures that good arrangements are in place for all those responsible to work well together to help children do well educationally? ■ the effectiveness of the IRO in reviewing educational progress. ■ the depth of local authorities’ understanding of the educational experiences and progress of children looked after and the impact of action taken as a result – how ambitious corporate parents are for children and young people’s educational progress? ■ how well pupil premium funding is targeted to help children achieve well and in accordance with the grant conditions?
Rights and entitlements as a child or young	Children looked after and achieving	<ul style="list-style-type: none"> ■ cases (tracked and sampled) of children looked after and care leavers ■ documentary evidence that entitlements are 	<ul style="list-style-type: none"> ■ the extent to which children looked after and care leavers are aware of, and receive, their rights and entitlements - reporting should be specific about

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person looked after or as a care leaver	permanence Care leavers	<p>understood and accessed equally by all looked after children. For example, feedback from children and young people, IRO service annual report, corporate parenting and children in care council minutes</p> <ul style="list-style-type: none"> ■ evidence from complaints and feedback from children and families ■ the pledge to children looked after and care leavers and evidence of impact 	<p>individual entitlements if the level of awareness and access differs across the range of children and young people's rights.</p> <ul style="list-style-type: none"> ■ how well children and young people are enabled to negotiate how and when they receive their entitlements.
Waiting for adoption and adoption scorecard thresholds	Children looked after and achieving permanence Adoption performance	<ul style="list-style-type: none"> ■ the adoption scorecard⁴ ■ pre-inspection briefing and Ofsted adoption dataset ■ responses to Ofsted's annual questionnaires ■ latest adoption performance information provided by the local authority regarding adoption, including data returns to the Adoption Leadership Board (ALB) ■ case tracking and sampling children who have a plan for adoption ■ adopter records, including application, approval and the local authority/adopter activity in respect of matching and access to the register of children ■ details of adoption breakdown, including lessons learnt. ■ adoption performance with regard to the quality of assessment, decision making and 	<ul style="list-style-type: none"> ■ the number of children waiting for adoption, the length of time they wait and the number of adopters approved. This is to give an indication of any shortfall, which needs to be evaluated as part of the judgement for adoption. ■ performance against the scorecard, including trajectory. This is reported in the context of whether there are any unnecessary delays and whether children are able to live, at the earliest opportunity, with an adoptive family who are able to meet their needs. ■ the report needs to comment on the extent to which the changes of the Children and Families Act 2014 have been implemented locally.

⁴ The scorecard does not limit the judgement. The scorecard acts as an indicator to establish lines of enquiry. Case tracking and sampling and the latest performance information will enable inspectors to establish whether there are unnecessary delays or whether timescales are appropriate to the best interest of individual children. The Adoption Leadership Board now collects three-monthly data so local authorities will be able to provide more up to date data on timeliness.

Item	Judgement area/s	Inspectors are required to evaluate:	Inspectors are required to report on:
		<p>timeliness</p> <ul style="list-style-type: none"> ■ information from the Local Family Justice Board and CAFCASS ■ decisions about whether it is in the best interests of individual children to live with brothers and sisters are taken promptly and informed by a high quality assessment ■ whether decisions about contact with family and friends are based exclusively on the best interests and welfare of the child and are informed by the child's own views ■ whether all options are considered to find a suitable adoptive family at the earliest opportunity ■ the extent to which the local authority is compliant with and has effectively implemented the changes associated with the Children and Families Act 2014, including with regard to children's racial, cultural and religious identity. 	
In need of adoption support services	<p>Children looked after and achieving permanence</p> <p>Adoption performance</p>	<ul style="list-style-type: none"> ■ performance information provided by the local authority about adoption support ■ sampling of cases where a request has been received for an assessment ■ sampling of cases where children are receiving adoption support 	<ul style="list-style-type: none"> ■ the number of children receiving adoption support services. ■ the number of children in need of adoption support. ■ whether children in need of adoption support are being appropriately assessed and are able to access effective support when it is needed. ■ whether the local authority is meeting its duty to inform prospective adopters of their adoption support entitlements. ■ whether a sufficient range of support has been commissioned.

Item	Judgement area/s	Inspectors are required to evaluate:	Inspectors are required to report on:
Recruitment, retention and sufficiency in respect of foster carers	<p>Children looked after and achieving permanence</p> <p>Adoption performance</p>	<ul style="list-style-type: none"> ■ foster carer files ■ annual fostering quality assurance and data ■ latest performance information from the local authority about recruitment, retention and sufficiency of foster carers ■ the fostering service statement of purpose ■ feedback from foster carers about the information they receive about children coming to live with them ■ feedback from foster carers in respect of the support they receive from supervising social workers and the social workers for the children ■ feedback from foster carers about the range and quality of training they receive ■ the strategic plan for children looked after ■ case tracking and case sampling 	<ul style="list-style-type: none"> ■ the effectiveness of action taken by the local authority to recruit, develop, support and retain a sufficient number of foster carers with the right skills to ensure a sufficient range of local placements to meet the needs of children and fulfil the objectives in their statement of purpose. This should include the trajectory of recruitment and retention of foster carers. ■ evidence that sufficiency of foster placements is regularly reviewed and where shortfalls are identified, effective action is taken. ■ the effectiveness of the response to allegations against foster carers, including whether these allegations are responded to in a timely and effective way; how well the local authority protects and supports the children, young people and carers involved, and ensures that decisions are focused on children's needs. Unnecessary placement moves do not take place. ■ the number of looked after children who live with foster carers, both within the area and out of the area. ■ where the plan is for children to return home, the effectiveness of work with the child's birth family and the foster family. ■ the effectiveness of supervising social workers. ■ the extent to which information is shared with foster families prior to a child coming to live with them. ■ the impact on children, for example, whether they are: being effectively matched to carers who can meet their needs; being placed close to their family

Item	Judgement area/s	Inspectors are required to evaluate:	Inspectors are required to report on:
			<p>home where appropriate; living with their brothers and sisters where appropriate; and not having their education disrupted.</p> <ul style="list-style-type: none"> ■ the effectiveness of the 'foster to adopt' initiative.
How well leaders and managers know the strengths and weaknesses of the service and of frontline practice	Leadership, management and governance	<ul style="list-style-type: none"> ■ joint strategic needs assessment ■ management information reports, performance information and monitoring arrangements ■ case auditing programme and judgements about practice ■ the children and young people's plan ■ peer reviews ■ annual reports from the IRO service and the LSCB ■ the samples of practice audits, including any associated improvement/action plans ■ learning and change plans derived from serious case reviews ■ evidence of complaints and feedback from children and families ■ workforce data and associated strategy 	<ul style="list-style-type: none"> ■ how well senior leaders, including the DCS, discharge their statutory responsibilities under sections 18 and 19 of the Children Act 2004. ■ how well the local authority understands its local community, including looked after children and care leavers, and children living in households affected by substance misuse, mental ill-health and/or domestic violence. ■ how well the local authority understands the strengths and weaknesses of frontline practice and how shortfalls are identified and addressed. ■ how effective the senior leadership team is at evaluating the quality and rigour of management oversight of practice. ■ how effectively senior leaders and lead members discharge their functions in respect of looked after children and the responsibilities of a corporate parent. ■ whether strategies and priorities are clear and are driving the required improvement. ■ whether the local authority has an accurate understanding of its effectiveness and how effectively it identifies and deals with areas for development, deficiencies or new demands; what the impact of this has been for children and families.
Creating the right	Leadership, management	<ul style="list-style-type: none"> ■ the workforce profile, vacancies and ratio of permanent to temporary staff 	<ul style="list-style-type: none"> ■ the adequacy of the social work workforce in respect of vacancies, experience and skill.

Item	Judgement area/s	Inspectors are required to evaluate:	Inspectors are required to report on:
environment for social work to flourish	and governance	<ul style="list-style-type: none"> ■ the workforce development strategy ■ management arrangements to oversee practice ■ arrangements for decision making, workflow and case management ■ training and development strategy, including learning from research and serious case reviews ■ the number of complaints and follow-up activity ■ the experiences of social workers and their managers of the environment in which they work ■ supervision records 	<ul style="list-style-type: none"> ■ whether practice is informed by feedback, research and intelligence about the quality of services. ■ how the experiences of children and families are used to inform practice. ■ how training and development opportunities are used to improve practice. ■ how effectively supervision is used to quality assure practice, oversee decision making and support the development of good plans for children and their families. ■ whether the organisation has created an environment in which social work can flourish.
Workloads	Leadership, management and governance	<ul style="list-style-type: none"> ■ the workforce profile ■ caseload and supervision policy ■ individual caseloads of social workers ■ the mechanisms for monitoring and reviewing social workers caseloads regularly 	<ul style="list-style-type: none"> ■ whether social workers have manageable caseloads (including the average number of children) and what they have said in this regard to inspectors. ■ whether social workers can discuss concerns about caseloads with their managers. ■ the effectiveness of management action to achieve and sustain manageable caseloads. ■ how the local authority manages and reviews the flow of cases through the system.
Commissioning arrangements	Leadership, management and governance	<ul style="list-style-type: none"> ■ joint strategic needs assessment (JSNA) ■ latest performance information for looked after children. For example, how many looked after children live out of the authority? 	<ul style="list-style-type: none"> ■ and describe how effectively the council is meeting its sufficiency duty.⁵ Specifically, the degree to which commissioning has created sufficient placement choice so that children are effectively matched to placements that meet their needs. This

⁵ Sufficiency: statutory guidance on securing sufficient accommodation for looked after children, Department for Children, Schools and Families, 2010; www.gov.uk/government/publications/securing-sufficient-accommodation-for-looked-after-children

Item	Judgement area/s	Inspectors are required to evaluate:	Inspectors are required to report on:
		<ul style="list-style-type: none"> ■ the local authority's evaluation of services – for example the impact of early help ■ sufficiency and commissioning strategy ■ the Strategic Plan for children looked after ■ the Commissioning Plan for early help services for families ■ shared commissioning arrangements and plans ■ by interviewing staff and managers responsible for ensuring that commissioning activity meets the authority's sufficiency duty ■ case tracking and case sampling. 	<p>evidence should also be clearly linked to the numbers of children living in unsuitable accommodation or waiting too long to access CAMHS, school or any other service they require.</p> <ul style="list-style-type: none"> ■ involvement of children and young people in placement decisions. ■ the effectiveness of services for children and young people who are in need and are at risk of care. ■ the impact of commissioning across early help, children in need and children in need of protection, looked after children and care leavers. ■ how effectively commissioning is informed by the JSNA. ■ the extent to which information is shared with providers prior to a child being looked after by them. ■ the extent to which the local authority in commissioning placements ensures that the individual needs of children are effectively met by the provider, taking into account the following: <ul style="list-style-type: none"> – sufficient information is gathered about a provider before a child lives there to ensure that home is well placed to meet the child's individual needs, including visiting and assessing the quality of provision – placement decisions are made in children's best interests and based on a range of factors, including the inspection outcome – where a children's home or a fostering service is judged inadequate when children are living there, the placing local authority makes an

Item	Judgement area/s	Inspectors are required to evaluate:	Inspectors are required to report on:
			<p>immediate assessment of the impact of the inspection findings on an individual child's safety and welfare and make any decisions in their best interests. Decisions are evidenced and recorded</p> <ul style="list-style-type: none"> – they assess the impact of any weaknesses identified through inspection on children and young people's experiences and welfare and assess the provider's response.
Diversity within communities	All judgements	<ul style="list-style-type: none"> ■ joint strategic needs assessment ■ commissioning arrangements ■ case tracking and sampling ■ the quality of referrals, assessments, planning and work with the child and family ■ through interviews with young people, if appropriate 	<ul style="list-style-type: none"> ■ how well the local authority understands the constitution of the local population and the needs of specific communities. ■ how well the individual needs of children and young people are identified and addressed. ■ the quality and impact of the consideration of a child or young person's disability, ethnicity, faith, gender, language, race and sexual orientation.