

Early Help, Protection and Looked After Children

Post-Ofsted Inspection Improvement Plan

February 2016

Introduction

The London Borough of Lewisham was inspected under Ofsted's Single Inspection Framework from 26th October - 20th November 2015. The report published on the 19th January 2016 gave the following judgements;

Overall Effectiveness	Requires Improvement
Children who need help and protection:	Requires Improvement
Children looked after and achieving permanence	Good
- Adoption performance	Good
- Care leavers	Good
Leadership, management and governance	Requires Improvement

This Improvement Plan is to be submitted to Ofsted in March 2016.

Governance

This Improvement Plan will be subject to a quarterly performance review by the Lewisham Children and Young People's Strategic Partnership as many of the improvement areas are aligned to the Children and Young people's Plan 2015-18, as well as regular monitoring by the Children and Young People Select Committee. Progress will also be reported into the Lewisham Safeguarding Children Board and Corporate Parenting Boards respectively.

Structure

Ofsted identified 9 areas for improvement

The table overleaf outlines these together with a named lead for each.

In addition to the headline areas of improvement, this Improvement Plan is also informed by detail from the text of the Ofsted report, the lessons we learnt about safeguarding and care through the inspection preparation and process and lessons learnt from the individual cases Ofsted raised with the local authority during the inspection

There is a range of current and planned improvement work in Children’s Social Care which goes beyond this Plan, through the Children and Young People’s Plan, the Lewisham Safeguarding Children Board (LSCB) Business plan and the Children’s Social Care Business Plan 2015/16. To avoid duplication, this Improvement Plan will reference where relevant detail can be found in those documents.

Each of the 9 areas for improvement has a simple action plan which includes;

- a) Expected Outcome
- b) Measures of Success
- c) Actions

To enable monitoring, each plan also has the following;

- d) Action Plan RAG rating
- e) Impact: Data and Commentary
- f) Recommendations for Further Action

Monitoring will take place each Quarter.

RAG Ratings as follows;

Action Plan	Impact
Green = Action Completed or no risks to action being completed on time	Green = Action Plan is having the anticipated impact
Amber = Some delay or some risk to action being completed on time	Amber = Some evidence of impact or mixed picture
Red = Significant delay that warrants attention	Red – No evidence of impact when expected

Key Leads and Those Responsible for Actions

Job Title	Current Post-Holder (as of date of Plan Submission)
Chief Executive	Barry Quirk (BQ)
Executive Director for Children and Young People	Sara Williams (SW)
Director of Children's Social Care	Stephen Kitchman (SK)
Head of Targeted Services and Joint Commissioning	Warwick Tomsett (WT)
Principal Policy Officer	Paul Aladenika (PA)
Service Manager Quality Assurance	Eileen Collier (EC)
Service Manger Referral and Assessment	Paul King (PK)
Service Manager Family Social Work	Naeema Sarkar (NS)
Service Manager Looked After Children	Tina Benjamin (TB)
Service Manager Children with Complex Needs	Ann Wallace (AW)
Service Manager Early Intervention	Nathan Pritchard (NP)
Head of Service IT	Duncan Dewhurst (DD)
Human Resources Business Partner	Jackie Stirling(JSt)
Early Help Commissioner	Jonathan Stevens (JS)
Business Support Hub Manager	Maame Baryeh (MB)
Lewisham Safeguarding Children Board Business Manager	Yasemin Aray (YA)
Serious and Acquisitive Crime, Metropolitan Police	DCI Andy Furphy (AF)
Head of Service Governance Support	Barrie Neale (BN)

Recommendation	Lead	Linked Plan
A. Early Help and Protection		
1. Review processes within the duty team to ensure that systems to manage contacts and referrals, including domestic abuse notifications, are secure and enable social workers and other professionals to keep children and young people safe and protected, in a timely manner.	Paul King	SS1 CYPP 2015-18 CSC Business plan 2016-17
2. Ensure that a revised early help strategy is implemented so that early help is effectively targeted, coordinated and evaluated so that families receive appropriate support when need is first identified.	Stephen Kitchman/Nathan Pritchard	BR2 CYPP 2015-18 LSCB Business plan
3. Monitor and evaluate the effectiveness of step-up and step-down arrangements between early help and children's social care to ensure that appropriate actions are taken to improve services.	Paul King/Nathan Pritchard	CSC Business plan 2016-17
4. Ensure that initial strategy discussions include relevant professionals to inform timely decision-making and planning in child protection investigations, as required by guidance.	Paul King	CSC Business plan 2016-17
5. Take action to improve information and intelligence sharing across partners regarding children at risk of sexual exploitation and/or going missing and use this to improve prevention and disruption activity.	Stephen Kitchman/Eileen Collier	SS1 CYPP 2015-18 LSCB Business Plan 2016-17 CSC Business plan 2016-17
B. Children Looked After and Achieving Permanence		
6. Ensure that life story work is completed for those children and young people in long-term care who need to know and understand their life histories.	Tina Benjamin	CSC Business plan 2016-17

C. Leadership, Management and Governance		
7. Improve governance arrangements so that there is effective oversight, support and challenge of children's services by the local authority's Children and Young People's Select Committee and the Corporate Parenting Panel to drive and monitor service improvement.	Sara Williams/Stephen Kitchman	
8. Ensure that all plans for any child or young person receiving a service: focus on reducing risk; identify the needs of all children in the family; and are understood by parents and young people. Plans should be specific, measurable and time-bound.	Eileen Collier	CSC Business plan 2016-17
9. Improve performance management and information systems to ensure that managers at all levels have timely, relevant and accurate performance information to enable them to work effectively and deliver a consistently good service.	Paul Aladenika/Eileen Collier	CSC Business plan 2016-17

A. EARLY HELP AND SAFEGUARDING

1. *Review processes within the duty team to ensure that systems to manage contacts and referrals, including domestic abuse notifications, are secure and enable social workers and other professionals to keep children and young people safe and protected, in a timely manner.*

Lead:	Paul King, Service Manager Referral and Assessment
Linked Plan:	SS1 CYPP 2015-18 CSC Business plan 2016-17
Key Partners:	Police, Community safety, Lewisham and Greenwich NHS Trust, Housing Services, Community Rehabilitation Company, Adult Services

a) Expected outcome (what will be different?)

- Clear processes in place from initial referral to CSC to transition to longer term social work team or early help engagement.
- Multi-agency triage in place in line with best practice, with associated performance framework in place
- All service activity within referral and assessment will be completed within 45 working days.
- Detailed service performance information allows capture of efficiency, effectiveness and demand trends to inform service and commissioning development.

b) Measures of success (how will we know we have achieved it?)

- Suite of performance indicators in place in new Early Help Strategy with clear targets and evidence that targets are met
- Multi Agency safeguarding Hub (MASH) in place with required partnership engagement; associated performance indicators evidence targets met
- Performance framework evidences impact regarding, timeliness and safeguarding activity
- Service standards met against quality assurance framework
- Audit activity indicates required processes adhered to and undertaken in a timely manner

c) Actions

	By when/ Completed	By whom	Status
1. Develop project plan for review of Referral and Assessment service	31 st March 2016	Paul King	
2. Complete review of Referral and Assessment service to include capacity and response of the Emergency Duty Team	30 th June 2016	Paul King	
3. Implement revised Referral and Assessment Service arrangements	30 th Sep 2016	Paul King	
3. Implement MASH (Multi-agency safeguarding Hub) development plan	30 th Sep 2016	Paul King	
4. Introduce performance scorecard for Referral and Assessment and MASH	30 th Sep 16 20	Paul King	
5. Include Referral and Assessment Service in thematic audit arrangements with particular focus on thresholds for service and response	31 st March 2016	Paul King	
6. Refresh Learning and Development plan for Referral and Assessment service	31 st March 2016	Jackie Stirling	

MONITORING AND IMPACT**d) Action Plan Progress****e) Impact:****f) Recommendations for Further Action**

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A. EARLY HELP AND SAFEGUARDING

2. Ensure that a revised early help strategy is implemented so that early help is effectively targeted, coordinated and evaluated so that families receive appropriate support when need is first identified.

Lead:	Stephen Kitchman/Nathan Pritchard		
Linked Plan:	BR2 CYPP 2015-18 LSCB Business plan		
Key Partners	Police, Community safety, Lewisham and Greenwich NHS Trust, Housing Services, Community Rehabilitation Company, Children's Centre Providers, Voluntary Sector Partners, Adult Services		
a) Expected outcome (what will be different?)	<ul style="list-style-type: none"> Focussed co-ordinated activity in place to ensure clear commissioning, delivery and monitoring of early help to vulnerable children and their families. Information is triaged effectively at the point of CSC referral to ensure need is clearly understood for appropriate response Children's workforce are clear on arrangements and roles and have required skills to ensure vulnerable children's needs are met at an early stage. 		
b) Measures of success (how will we know we have achieved it?)	<ul style="list-style-type: none"> Numbers of Common Assessment Framework (CAF) / Team Around the Child (TAC) arrangements in place with clear targets and qualitative review arrangements in place. LSCB/Children's workforce Learning and Development delivery to develop lead professional role. Reduction in repeat referrals to CSC Revised early help performance framework in place and understood by partnership Audit arrangements in place to monitor quality, effectiveness and for corrective action and assurance 		
c) Actions	By when/ Completed	By whom	Status
1. Convene multi-agency Early Help Board with clear governance arrangements in place	28 th February 2016	SK/JS	
2. Agree new Early help Strategy and disseminate (to be signed off by CYP strategic partnership and LSCB)	30 th June 2016	SK/JS	
3. Revise and re launch early help and safeguarding guidance (thresholds document) with endorsement by LSCB.	30 th September 2016	PK/YA	
4. Put a new performance framework for early help in place	30 th May 2016	JS	
5. Undertake LSCB 'deep dive' of early help, CAF, TAC and effectiveness as part of Early Help Strategy delivery	February 2017	YA	
6. Design, pilot and launch E CAF arrangements and associated guidance across partnership	30 th September 2016	PK/NP	

EARLY HELP AND SAFEGUARDING

MONITORING AND IMPACT

appropriate actions are taken to improve services.

d) Action Plan Progress	
Lead:	Paul King
e) Impact: Data and Commentary	
Linked Plan:	CSC Business plan 2016-17
f) Recommendations for Further Action	Police, Community safety, Lewisham and Greenwich NHS Trust, Housing Services, Community Rehabilitation Company, Children's Centre Providers, Voluntary Sector Partners, Adult Services

- a) Expected outcome (what will be different?)**
- Clear, understood arrangements and systems are in place across the children's workforce for referral and exit from Children's Social Care
 - Clear arrangements and guidance in place for support to Children in Need under S17 of the Children Act
 - Children who require a statutory response receive this in a timely way
 - Early Help practitioners respond appropriately to risk and harm
- b) Measures of success (how will we know we have achieved it?)**
- Audit evidence of processes against revised requirements
 - Audit of congruence of early help/CSC assessments evidence appropriate decision making
 - Re-referrals are minimised

c) Actions	By when/ Completed	By whom	Status
1. Implement revised guidance within CSC for step down arrangements to Early Help services	30 th May 2016	PK	
2. Implement revised arrangements for service provision to children in need and their families	30 th July 2016	NS	
3. Develop new Audit framework with LSCB re CSC/early help decision making and process requirements	31 st March 2016	EC/YA	
4. Update performance framework for children in need	30 th July 2016	NS	
5. Roll out single assessment training as core development requirement	30 th July 2016	EC	
6. Monitor single assessment quality within monthly audit tool.	30 th May 2016	EC	

MONITORING AND IMPACT**d) Action Plan Progress****e) Impact: Data and Commentary****f) Recommendations for Further Action**

DRAFT

A. EARLY HELP AND SAFEGUARDING

4. *Ensure that initial strategy discussions include relevant professionals to inform timely decision-making and planning in child protection investigations, as required by guidance.*

Lead:	Paul King
Linked Plan:	CSC Business plan 2016-17
Partners:	Police, Community safety, Lewisham and Greenwich NHS Trust, Housing Services, Community Rehabilitation Company, Children's Centre Providers, Adult Services

a) Expected outcome (what will be different?)

- Strategy discussions are informed by timely information from relevant partner agencies
- Strategy meetings include attendance of relevant professionals involved and salient information for decision making

b) Measures of success (how will we know we have achieved it?)

- S47 enquiries are routinely informed by relevant partner information at the earliest point of enquiry
- Audit framework evidences compliance with required standards for information sharing and engagement of partners at initiation of enquiries.

c) Actions	By when/ Completed	By whom	Status
1. Recirculate guidance on initial strategy discussions to relevant social work practitioners and managers	28 th February 2016	PK	
2. Confirm endorsement of partner engagement via LSCB	31 st March 2016	EC/YA	
3. Implement audit framework to include strategy discussion/meeting engagement of partners, including monitoring within the LSCB Monitoring and Evaluation sub group	31 st March 2016	EC/YA	
4. Review the LADO (Local Authority Designated Officer - who is responsible for allegations against the children's workforce) capacity to ensure that systems can allow for increases of referrals.	31 st March 2016	EC/SK	

MONITORING AND IMPACT

d) Action Plan Progress

e) Impact: Data and Commentary

f) Recommendations for Further Action

A. EARLY HELP AND SAFEGUARDING

5. *Take action to improve information and intelligence sharing across partners regarding children at risk of sexual exploitation and/or going missing and use this to improve prevention and disruption activity.*

Lead:	Stephen Kitchman, Geeta Subramaniam, Eileen Collier
Linked Plan:	SS1 CYPP 2015-18, LSCB Business Plan 2016-17, CSC Business Plan 2016-17
Partners:	Police, Community safety, Lewisham and Greenwich NHS Trust, Housing Services, Community Rehabilitation Company, Children's Centre Providers, Safer London Partnership, Voluntary sector partners; Croydon Council

a) Expected outcome (what will be different?)

- Systems, processes and professional practice ensure partnership information is shared and positively impacts on children at risk of missing/CSE

b) Measures of success (how will we know we have achieved it?)

- Performance framework outlines timely decrease in risk rating for young people identified as at risk of CSE/Missing
- Audit framework outlines that procedures are adhered to and effective in delivering best practice to reduce harm
- Repeat episodes of missing children are reduced

c) Actions

	By when/ Completed	By whom	Status
1. Undertake awareness raising programme within LSCB to ensure timely identification and referral of concerns to relevant agencies.	30 th June 2016	YA/GS	
2. Implement Liquid Logic CSE module	tbc with IT provider	DD/SK	
3. Refresh Performance framework regarding missing/CSE, to ensure indicators are linked to impact and data is good quality.	30 th June 2016	GS/SK/AF	
4. Refresh CSE governance arrangements, including CSE strategic forum/MASE and operational group	31 st March 2016	SK/GS/AF	
5. Include CSE/Missing in CSC and LSCB thematic audit programme	31 st March 2016	EC	
6. Undertake CSE Peer challenge with Croydon Council	30 th May 2016	EC	
7. Commission Independent organisation for delivery of return interviews for all missing children and young people	30 th March 2016	JS	
8. Return Interviews analysed monthly to link with service planning and development and partnership response.	30 th June 2016	EC	

MONITORING AND IMPACT**d) Action Plan Progress****e) Impact: Data and Commentary-****f) Recommendations for Further Action-**

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B. LOOKED AFTER CHILDREN AND PERMANENCE

6. *Ensure that life story work is completed for those children and young people in long-term care who need to know and understand their life histories.*

Lead:	Tina Benjamin
Linked Plan:	CSC Business plan 2016-17
Partners:	Commissioned Training providers

a) Expected outcome (what will be different?)

- High quality Life story work is undertaken for all children in long term care at required specification and frequency

b) Measures of success (how will we know we have achieved it?)

- IRO confirmation that life story work initiated/completed at relevant statutory reviews
- Audit evidence that life story work has been initiated/completed to required standards

c) Actions	By when/ Completed	By whom	Status
1. Deliver workshops on life story work for LAC/Leaving care social workers	31 st April 2016	TB/JSt/JH	
2. Review guidance and recirculate regarding life story work and standards	31 st March 2016	TB	
3. Include life story work in monthly quality assurance report from statutory reviews	31 st March 2016	EC	
4. Undertake audit to establish that requirements met based on agreed service standards	February 2017	EC	

MONITORING AND IMPACT

d) Action Plan Progress:

e) Impact: Data and Commentary.

f) Recommendations for Further Action

C. LEADERSHIP AND MANAGEMENT

7. Improve executive management governance so that there is effective oversight, support and challenge of children's services by the executive management, the political executive, Children and Young People's Select Committee and the Corporate Parenting Panel to drive and monitor service improvement.

Lead:	Sara Williams/Stephen Kitchman		
Linked Plan:			
Partners:	External challenge partner		
a) Expected outcome (what will be different?)			
<ul style="list-style-type: none"> A clear structure is in place whereby executive management, Elected Members and Scrutiny bodies are clear how they are challenging performance and championing scrutiny in Children's Social Care. 			
b) Measures of success (how will we know we have achieved it?)			
<ul style="list-style-type: none"> Clear forward programme for all relevant bodies which reflects areas where performance needs to improve. Demonstrable performance improvements reflect challenge by executive managers and elected members. 			
c) Actions	By when/ Completed	By whom	Status
1. Introduce formalised at least bi monthly meetings where the Chief Executive challenges performance and pace of change in CSC, establishing a clear dataset which is also reported to the Cabinet member	31 st March 2016	BQ	
2. Procure external performance partner for twice yearly service challenge, reporting to the Chief Executive and Cabinet Member	30 th June 2016	SW/SK	
3. Ensure Children and Young People's Select Committee forward plan reflects key development areas for CSC	27 th April 2016	BN SW	
4. Deliver LGA development session for Children and Young people's Select Committee and CYP Cabinet Member on best practice in elected members' scrutiny of Children's Services.	tbc	SW	
5. Deliver development sessions for Corporate Parenting Board in line with NCB/LGA Toolkits	30 th April 2016	SK/TB	
6. Review Corporate Parenting Board Terms of Reference	30 th April 2016	SK/TB	
7. Review training offer for all members on Safeguarding	30 th April 2016	SK/BN	
8. Ensure forward plan for Corporate Parenting Board reflects the key development areas for Looked After Children services in the Borough.	30 th April 2016	SK/TB	

9. Deliver a revised Children's Social care Performance Framework includes revised reporting framework to elected Members and CYP strategic partnership.	30 th April 2016	SK/BN	
10. Procure external performance partner for annual service challenge	30 th June 2016	BN/sw	
MONITORING AND IMPACT			
d) Action Plan Progress			
e) Impact: Data and Commentary			
f) Recommendations for Further Action			

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C. LEADERSHIP AND MANAGEMENT

8. Ensure that all plans for any child or young person receiving a service: focus on reducing risk; identify the needs of all children in the family; and are understood by parents and young people. Plans should be specific, measurable and time-bound.

Lead:	Eileen Collier		
Linked Plan:	CSC Business Plan 2016-17		
Partners:	Police, Community safety, Lewisham and Greenwich NHS Trust, Housing Services, Community Rehabilitation Company, Children's Centre Providers, Adult Services		
a) Expected outcome (what will be different?)			
<ul style="list-style-type: none"> All plans are specific, measurable and timely and address risk 			
b) Measures of success (how will we know we have achieved it?)			
<ul style="list-style-type: none"> Plans are reviewed and updated in line with timescale requirement All children/ young people and parents have a copy of their plan Quality assurance activity indicates changes in line with plans Clear contingency arrangements in all plans 			
c) Actions	By when/ Completed	By whom	Status
1. Review Plan templates on Children's Social Care ICS for Children in Need, Children subject to Child Protection Plans, Children Looked After and Care Leavers	30 th April 2016	EC	
2. Deliver workshops to promote best practice in care planning and use of ICS	30 th May 2016	EC	
3. Review procedures to ensure adequate guidance on use and development of plans	30 th May 2016	EC	
4. Ensure Care Plans are available and updated as required following each review, Chair to address quality of plan in recommendations of review meeting	31 st March 2016	EC/NS	
5. Review, disseminate via workshops and audit quality of chronologies within monthly audit schedule	30 th June 2016	NS	
6. Review minute taking arrangements and capacity within Review Child Protection Case Conferences	31 st March 2016	EC	
7. Include audit of plans in the thematic audit schedule	31 st March 2016	EC	

MONITORING AND IMPACT**d) Action Plan Progress****e) Impact: Data and Commentary****f) Recommendations for Further Action**

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C. LEADERSHIP AND MANAGEMENT

9 *Improve performance management and information systems to ensure that managers at all levels have timely, relevant and accurate performance information to enable them to work effectively and deliver a consistently good service.*

Lead:	Stephen Kitchman/Barrie Neal
Linked Plan:	CSC Business Plan 2016-17
Partners:	Police, Community safety, Lewisham and Greenwich NHS Trust, Housing Services, Community Rehabilitation Company, Adult Services (Partners linked to MASH development)

a) Expected outcome (what will be different?)

- Agreed set of National and local Performance measures in place with clear targets/benchmark information.
- Data quality is ensured through system of checks and balances
- Performance culture is visible across CSC
- Data is linked to Business and service plans to drive performance
- Comprehensive Quality Assurance systems ensure consistently good provision is in place
- IT Platform is stable allowing upgrade to latest version of ICS
- IT equipment is in place to meet needs of CSC workforce
- Digital strategy has clear, achievable and measurable aims/objectives for CSC including delivery schedules

b) Measures of success (how will we know we have achieved it?)

- Timely qualitative and quantitative information is delivered in line with Business Plan objectives
- Audits confirm data is timely and accurate
- Performance information shows clear trajectory of improvement allowing systems, with challenge where necessary to enable corrective action
- Latest version of ICS being used consistently by all CSC staff
- Mobile working in place for CSC staff to improve efficiency and effectiveness
- Digital strategy in place with clear evidence of added value for CSC

c) Actions	By when/ Completed	By whom	Status
1. Review performance data requirements and develop a new performance management framework for CSC, including staff development to promote a performance culture	31 st March 2016	SK/PA	
2. Develop/roll out revised quality assurance strategy within CSC	30 th April 2016	EC	
3. Implement revised audit programme linked to key standards of Quality Assurance strategy	30 th April 2016	EC	

4. Agree a new system and protocol for data cleansing/data quality checks	31 st March 2016	PA	
5. Upgrade ICS to current version following roll-out of new council IT platform	??	DD	
6. Roll out laptops/lpad/mobile phones within CSC to enable mobile working	30 th May 2016	DD	
7. Ensure digital strategy reflects CSC requirements with associated SMT/DMT endorsement	??	SK/SW/DD	
8. Develop and implement updated sufficiency strategy for Looked After Children's placements.	30 th September 2016	JH	
9. Implement review system to monitor frequency and quality of supervision arrangements and required corrective action.	31 st March 2016	EC	
MONITORING AND IMPACT			
d) Action Plan Progress			
e) Impact: Data and Commentary			
f) Recommendations for Further Action			
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