



Lewisham Safeguarding Children Board

Post-Ofsted Inspection Improvement Plan

March 2016

Introduction

This plan is in response to the report by Ofsted following the inspection which 'reviewed the effectiveness of the Local Safeguarding Children Board' between the 26 October 2015 – 20 November 2015.

All board members from across the partnership have been provided the opportunity to input into and develop the improvement plan.

The report published on the 20th January 2016 gave the following judgements;

The Local Safeguarding Children Board requires improvement

This Improvement Plan was submitted to Ofsted in March 2016.

Governance

The Lewisham Safeguarding Children Board Main Board will govern this Improvement Plan, many of the improvement areas are closely related to the LSCB Annual Plan, Business Plan and the CYP Plan 2015-18.

Structure

Ofsted identified four areas for improvement. The table overleaf outlines these together with a named accountable lead for each, with clear timelines for each priority area.

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.



It should be noted that there is a range of current and planned improvement work through the Children & Young People's Plan, the Lewisham Safeguarding Children Board (LSCB) Annual and Business plan and the Children's Social Care Business Plan 2015/16. To avoid duplication, this Improvement Plan will reference where the detail can be found in those documents.

Each of the 4 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)
Director of Children's Social Care	Stephen Kitchman (SK)
Police	TBC
Health	TBC
Service Manager Quality Assurance	Eileen Collier (EC)
Service Manger Referral & Assessment	Paul King (PK)
Early Help Commissioner	Jonathan Stevens (JS)
Lewisham Safeguarding Children Board Business Manager	Yasemin Aray (YA)
Head of Service	Geeta Subramaniam (GS)
Independent LSCB Chair	Chris Doorly (CD)



Recommendation	Lead	Linked Plan
1. Review the board's early help and threshold documentation in the light of changes to frontline services as part of an overall review of the early help offer within the local authority area.	Stephen Kitchman/ Yasemin Aray	Early Help Strategy LSCB Annual Plan
2. Clarify the governance role of the board's sexual exploitation sub-group to align it with other groups within the local authority area.	Police/Stephen Kitchman/ Geeta Subramaniam	LSCB Annual Plan LSCB Business Plan
3. Implement fully the performance framework to ensure that there is interrogation of performance reports to provide a clear understanding of any exceptions or deficits.	Chris Doorly/ Yasemin Aray	LSCB Performance Framework
4. Streamline action planning and ensure that any actions undertaken are aligned with the board's priorities.	Chris Doorly/ Yasemin Aray	LSCB Annual Plan LSCB Business Plan



1. Review the board's early help and threshold documentation in the light of changes to frontline services as part of an overall review of the early help offer within the local authority area

Lead:	Stephen Kitchman/ Yasemin Aray
Linked Plan:	BR2 CYPP 2015-18 LSCB Annual and Business Plan 2016/17

- a) Expected outcome (what will be different?)**
- Clear early help pathways which are fully understood by all relevant professionals who are able to input effectively for improved safeguarding outcomes for children and young people.
 - Clearly defined thresholds document which aligns with expectations of the service which also support an effective referral process to both CSC and early help services.
 - 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?)**
- Numbers of CAF/TAC arrangements in place
 - Revised early help strategy
 - Revised thresholds document
 - LSCB/Children's workforce Learning & Development activity
 - Reduction in repeat referrals to CSC
 - High conversion rate, referral to single assessment
 - Audit arrangements in place for corrective action & assurance

c) Actions	By when/ Completed	By whom	Status
1. Early help board & clear governance arrangements in place	28 th February 2016	SK/JS	
2. Early help Strategy in place & agreed & disseminated	30 th May 2016	SK/JS	
3. Review early help & safeguarding guidance (thresholds document) & sign off by LSCB	30 th May 2016	PK/YA	
4. Re-launch early help & safeguarding guidance (thresholds document) and cross refer with Safer Lewisham partnership.	30 th September 2016	PK/YA	
5. Performance framework for early help in place	30 th May 2016	JS	
6. LSCB 'deep dive' of thresholds against revised early help guidance document	February 2017	YA	
7. Design, pilot & launch E CAF arrangements & associated guidance across partnership	30 th September 2016	PK/NP	



MONITORING AND IMPACT

2. Clarify the governance role of the board's sexual exploitation sub group to align it with other groups within the local authority area

Lead: Impact: Data and Commentary
Yasemin Ayar/ Stephen Kitchman/ Geeta Subramaniam

Linked Plan: LSCB Annual/ Business Plan 2016/17

f) Recommendations for Further Action

a) Expected outcome (what will be different?)

- Strategy & delivery of CSE interventions are well aligned, joined with broader strategic frameworks in the Borough and reflect best practice.
- Clear evidence of impact on CSE within the borough in line with CSE strategy outcomes.
- Clear performance information in place to inform decision making.

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

- Clear and accurate performance information received to underpin effective strategic CSE priorities
- The right membership and attendance for the CSE sub group which will enable key decisions to be undertaken, progressed and monitored
- The development of an effective work programme/ plan to assess accurately Lewisham's CSE profile and key strategic aims in how to tackle CSE locally.

c) Actions

1. Refresh CSE sub group (including TOR and membership)

2. Review alignment with missing strategy, county lines/Youth crime strategy and mechanisms for analysis of cross cutting themes.

3. Review sub-group reporting requirements to main LSCB Board

4. Review key data requirements against CSE strategy and reporting mechanisms to CSE group

5. Provide detailed annual review on CSE within main LSCB annual report

By when/ Completed	By whom	Status
31 st May 2016	SK/GS	
31 st May 2016	Police/GS	
31 st May 2016	SK/YA/GS	
30 th June 2016	GS/YA/ SK	
30 th March 2017	YA/ Community Safety Partnership	



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



3. Implement fully the performance framework to ensure that there is interrogation of performance reports to provide a clear understanding of any exceptions or deficits

Lead: Yasemin Aray

Linked Plan: LSCB Business Plan 2016-17

a) Expected outcome (what will be different?)

- Effective performance information is in place that drives service improvement and planning.

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

- A multi agency safeguarding analysis tool is in place to underpin the work of the LSCB and inform its priorities
- Revised multi-agency performance framework in place against LCB priorities and areas of focus
- Performance frameworks in place to assist with agenda setting and clear work programmes for each of the sub groups
- Well developed and aligned Annual and Business Plan for LSCB for 2016/17

c) Actions

	By when/ Completed	By whom	Status
1. Development of a multi agency safeguarding analysis (MASA) for the LSCB.	30 th September 2016	YA/SK All relevant partners	
2. Review performance framework for both quantitative and qualitative reports and annual reporting and delivery programme.	31 st May 2016	YA/CD	
3. Refresh 'escalation' policy (in relation to safeguarding deficiencies in the delivery of services across the partnership), with linkage to corrective action and challenge processes where improvement is required and identified in information and service practice.	30th June 2016	YA/CD	
4. To provide well documented scrutiny and challenge which can be clearly evidenced and aligns/ feeds into targets/ priorities of the Board and its planning.	31 st May 2016	YA	

MONITORING AND IMPACT

d) Action Plan Progress



e) Impact: Data and Commentary-

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f) Recommendations for Further Action-

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4. Streamline action planning and ensure that any actions undertaken are aligned with the board's priorities

Lead:	Yasemin Aray
Linked Plan:	LSCB Annual/ Business Plan 2016-17

g) Expected outcome (what will be different?)

- Well aligned priorities and actions in line with Borough need and National priorities.
- Clear tracking arrangements in place for corrective action and evidence of impact on outcomes.

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

- Clear business plan in place, with associated performance measures of success.
- Clear account of improvements made across the partnership in terms of service development (planning and practice) over a 12 month period which will then be used for reflection and future Annual/ Business planning.
- LSCB can centrally manage all actions and ensure they are completed and threaded into key developments and documents.

i) Actions	By when/ Completed	By whom	Status
1. LSCB Away Day to be held to focus on key priorities, accountabilities and delivery mechanisms.	4th March 2016	CD	
2. Develop 2016/17 business plan to ensure smaller number of key priorities with associated delivery plan including timescales and accountabilities. For the LSCB to continue to have oversight of safeguarding practice and issues across the partnership and to be provided assurance that that changes take place subsequent to scrutiny and challenge by the LSCB.	30th March 2016	CD/YA	
3. Review MESI charring arrangements, membership and work plan in line with LSCB Business plan priorities.	30 th September 2016	YA	
4. Development of tracker system for actions from all LSCB meeting and activities. This will enable leads to identify actions, completion dates and these can be flagged if not completed to timescales.	30 th September 2016	YA	

