



## Children and Young People Select Committee

### Children's Social Care Post Ofsted Report

**Date:** 20 August 2020

**Key decision:** No.

**Class:** Part 1

**Ward(s) affected:** All

**Contributors:**

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Pinaki Ghoshal, Executive Director Children & Young People's Services.

### Outline and recommendations

Provide the CYP select committee with an update of progress on the areas of improvement identified in the July 2019 Ofsted inspection of Children's Social Care and also the conclusion of the work overseen by the Improvement Board, which will now be managed through business as usual processes. This report is an update on the last report dated 14<sup>th</sup> of January 2020.

### Timeline of engagement and decision-making

Not applicable

## 1. Summary

- 1.1. In July 2019, Lewisham Children's Services was subject to an unannounced three week inspection under the Ofsted Inspection of Local Authority Children's Services (ILACS) framework. The inspection judgements sit under three headings:
  - The experiences and progress of children in need of help and protection
  - The experiences and progress of children in care and care leavers
  - The impact of leaders on social work practice with children and families
- 1.2. The inspectors judged that services 'required improvement' to be good across all three headings, this was in line with the council's own self-assessment. The Ofsted report can be found online at: <https://files.api.ofsted.gov.uk/v1/file/50101634>
- 1.3. While the Ofsted judgements had not improved on the 2015 inspection, Ofsted noted: *"Leaders and managers are implementing widespread improvement activity and whole-system cultural change" "...underpinned by strong political and corporate support and a re-invigorated senior management team. Senior managers are clear about the changes that are required, and the pace of improvement has accelerated since ... Sept. 2019."*
- 1.4. After the inspection, the Children's Services management team reviewed and revised the strategic and operational plans, to ensure all the issues identified by Ofsted were addressed. In January 2020 a detailed report was submitted to the CYP Select committee summarising the Top 12 priorities for the Children's Social Care improvement programme and a table outlining progress and future work planned through 2020/21
- 1.5. This report is an update to the January 2020 report, a summary of the findings of the 2019 self assessment is provided and an outline of progress made against the specific recommendations of the Ofsted inspection. Inevitably the Covid 19 crisis has led to delays in some areas of improvement.

## 2. Recommendations

- 2.1 Members are recommended to note and comment upon the contents of this report.




## 3. Policy Context

- 3.1 The Children's Social Care improvement programme contributes to the following key priority outcome of Lewisham's Corporate Strategy: Giving children and young people the best start in life. It specifically helps deliver against the following commitments:
  - We will improve our children's social care services to provide support for families at the earliest opportunity.
  - We will ensure that the children in our care are safe and supported to achieve the very best in life.
  - We will work tirelessly with our partners to keep Lewisham's children and young people safe from exploitation, violence and serious youth crime.
  - We will monitor the services we provide for children and young people to ensure they deliver the best outcomes and best value.
  - We will ensure that families from our BAME communities have equal access to care and support.
  - We will work with our partners to ensure that young people transitioning into adulthood achieve the best possible outcomes in relation to education, work, healthy lives and strong community connections.

## 4. Progress on the improvements identified by Ofsted

- 4.1 The following table summarises areas of improvement identified by Ofsted in July 2019 in the first column, the second column outlines activity, outcomes (where they are measurable) and a RAG rating on progress to this point.









**Key**

	Significant progress made, improvement to be sustained.
	In progress and moderate improvement made, some more work to do.
	In progress with significant improvement needed, much more work to do.


### ISSUES IDENTIFIED BY OFSTED

### IMPROVEMENT ACTIVITY


#### Management & Leadership

• Stable ICT infrastructure	Changes to LCS, ICT platform and hardware roll out.	
• Corporate Parenting	Refreshed TOR, meeting structure and forward plan.	
• Over-optimistic auditing	Quality Assurance Framework strengthened through moderation process & practice standards in development.	
• Quality of performance data	Data strategy developed. Ongoing refinement of data.	
• Caseloads in some areas	Recruitment activity to increase permanent staffing, some staffing increases & measures taken to reduce pressures. (71% Permanent Staffing)	
• Training & development	Workforce Development Team created to deliver comprehensive CPD offer.	
• Commissioned Services	Some services have been re-commissioned with alternative providers.	
• Routine, reflective, robust supervision	Manager development programme, 121 coaching and revised supervision policy.	

#### Generic practice quality

<ul style="list-style-type: none"> <li>• Assessment (incl. pre-birth)</li> <li>• Purposeful planning,</li> <li>• Recording,</li> <li>• Cultural competence,</li> <li>• Robust reviewing</li> <li>• Reduction of drift &amp; delay</li> <li>• Professional curiosity &amp; over-optimism with families</li> </ul>	A range of measures: SoS training & development sessions; Practice Standards Workshops; Core Practice Training; Distribution of guidance and research; good examples sharing; 121 practice coaching; Staff Conferences; Strengthening reviewing meetings. More performance scrutiny, quality assurance mechanisms and developing policies and procedures. Practice is slowly beginning to improve and become more consistent	
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#### Helping and Protecting Children

• Early Help services to be developed & capacity increased. Quality of assessments. Better systems and management oversight.	Simplified assessment, LCS re-design and soft introduction of SoS practice framework. Contracts varied to expand the EH offer and provide greater flexibility of approaches. Strengthened management oversight of waiting list and allocation processes. Performance dashboard introduced. Pilot of 'Thrive' unit. EH plan reviewed & refreshed.	
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• Some MASH decisions need to be quicker	Sustained performance scrutiny has resulted in improvement in performance and quality. 90 – 95% of decisions are now consistently within 24 hours.	G
• Services for families where there is domestic abuse	CSC created a dedicated DA post. Changed approach to referrals in MASH and working to re-instate a co-located IDVA. Multi-agency DA group focussing on whole system improvements	A
• LADO recording systems	LCS re-designed and business support strengthened.	G
• Partner attendance at strategy meetings.	HOS developing better relationships & CAIT team co-located in MASH.	A
• Child Protection Plans	Ongoing through developing SoS practice.	A
• Reliance on written agreements	Significantly reduced, only now used in PLO	G
• Return Home Interviews	Commissioned service ended, responsibility moved to Safe Space, expanded to take up additional responsibilities. Missing processes improved.	A

### Children Looked After & Care Leavers

• Permanence planning & matching & adoption performance	Case planning permanence meetings and permanence panel introduced. Most adoption responsibilities have now moved to the RAA. Adoption reporting data under development.	A
• Life Story Work	Toolkits re-circulated, training & creation of AP's to lead on practice improvement through early 2021	R
• Consultation with LA's for CLA placed at distance.	Notification mechanisms strengthened and social work information sharing practice to be developed	A
• Support for CLA returning home	Edge of Care/Family Support project is developing a stronger rehabilitation home offer by March 2021	R
• Assessing Connected Carers	Guidance distributed & messaging reiterated. Policies and procedures updates taking place.	A
• Recent changes to fostering to be embedded	Fostering campaign in summer 2019, marketing officer appointed, therapeutic carer support & training being established, mockingbird model being explored with regional partners.	A
• IRO footprint	IRO engagement strengthened and escalations routinely reported.	A
• Recent changes to the Care Leavers service to be embedded: Health histories / Educational support / Practical Support for independence	Ongoing through service improvement plan. Staffing establishment expanded to manage caseloads & staff recruited. Corporate Parenting Operation group developing all these areas. Conversion of Bromley Road underway.	A

## 5. The 2019 Children's Social Care self assessment

- 5.1 Ofsted require Local Authority's to complete an annual self-assessment. In the appendices a summary of key information extracted from the self-assessment is provided.
- Appendix A, Chronology of key improvement actions through 2019.
  - Appendix B, Summary of progress of improvements through 2019.
  - Appendix C, Key performance measures through 2019.
  - Appendix D, CSC improvement priorities for 2020/21.

## 6. The Impact of Covid-19

- 6.1 When lockdown commenced in mid-March 2020 Children's Social Care rapidly revised operations in response. 70% of staff were restricted from carrying out face to face work due to underlying health problems and/or challenges with childcare and started working from home. Approximately 100 staff (One third of the total workforce) continued to work from the office and in the community conducting face to face activity.
- 6.2 The Department of Education made temporary changes to secondary legislation providing Local Authorities some limited flexibilities, to enable them to operate through the Covid-19 lockdown restrictions. Through March - May, Children's Social Care converted direct work, meetings, visits to children, supervised contact and parenting assessments to virtual activity, except for those children and young people at most risk. The most vulnerable children were identified through a specifically designed risk assessment, completed in the first two weeks of lockdown. Of 2500 open cases, between 100 -150 children and young people continued to be visited face to face, by social workers in the Critical Safety and Care Team. These were mostly children and young people on child protection plans.
- 6.2 Steps taken to safeguard children and young people during Covid -19:
- Thresholds in MASH temporarily raised to ensure those children at risk of harm were prioritised for a social work visit.
  - A new Early Help Service (FISS) established to support families in need.
  - A risk assessment tool was devised to RAG rate risk to every child and young person and identify those most at risk who needed to continue to be visited face to face.
  - New operational procedures were introduced setting out new guidelines for practice.
  - New performance report and a weekly review panel introduced to track new virtual activity.
  - A Critical Safety and Care Team (100 staff) was established to visit those most at risk and respond to new child protection cases.
  - Statutory meetings continued to be held, converting to phone and virtual activity.
  - PPE obtained for all social work visits to families.
  - Food and essential items parcels were distributed to those in need.
  - Work alongside Education Team to encourage school attendance and distribute laptops.
- 6.3 As the Covid-19 situation has progressed and lockdown restrictions began to lift, Children's Social Care has been adapting to more staff being able to re-start face to face (F2F) activity in the community. Through June and July the visiting was as follows:
- |              |   |
|--------------|---|
| Assessment   | 77% visited either virtually & F2F, 74% visited face to face. |
| CIN & CP     | 87% visited either virtually & F2F, 58% visited face to face. |
| CLA          | 88% visited either virtually & F2F, 52% visited face to face. |
| Care Leavers | 96% visited either Virtual or F2F.                            |
- 6.6 As at the beginning of August approximately 70% of staff have resumed some face to face work in the community, and at the time of writing this report we aim to be visiting all children face to face by the end of August.

- 6.5 Covid-19 has impacted on practice in a range of different ways, initially there was a small increase in children subject to court proceedings and coming into care, these have since stabilised. The numbers of children subject to child protection plans has been gradually increasing, not because there are more children being identified, but because our capacity to work with the family to reduce risks and remove children from plans has been compromised by the reduction in face to face contact. Pressures have also been seen in identifying placements, with increasingly limited placement options and higher charges. Recruitment activity has been effected, it has been challenging to appoint agency staff willing to work in the community and consequently we have a number of unfilled vacancies, creating caseload pressures for existing staff.
- 6.6 There has also been some positive creative practice emerging from the situation, the utilisation of virtual contact has been found to have some real benefits e.g. for children in care placed at a distance. Whilst virtual activity cannot substitute face to face contact, a blend of face to face and virtual contact is likely to be continued in the future. Children's Social Care has undertaken successful recruitment campaigns through June and July, with a large cohort of 25 Newly Qualified Social Workers due to start in September.

## **7. Priorities for the remainder of 2020 and 2021.**

- 7.1 Through Covid-19, the need to focus on operational practice, introduce new ways of working and re-assign non-case-holding staff to frontline activities, has impacted on the improvement plan and the majority of the programme activities were paused between March and June. From July improvement work is gradually being re-started, but capacity remains limited as Covid recovery planning is a priority.
- 7.2 Lewisham was scheduled to have an 'Annual Conversation' with Ofsted and either a 'Focused Visit' or a Joint Targeted Area Inspection (JTAI) sometime in Quarter 2 of 2020/21. Through lockdown, Ofsted paused all inspection activity, they plan to commence a revised inspection timetable in September. Lewisham expects to have an 'Annual Conversation' in Quarter 3 2020/21 and either a 'Focused Visit' or a JTAI sometime in Quarter 3 or 4 2020/21. Preparations are already underway for each of these possibilities.
- 7.3 In January 2020 an interim Executive Director for Children and Young People's Services (Pauline Maddison) was in place and in June, a new permanent Executive Director (Pinaki Ghoshal) started in Lewisham. New leadership quickly identified that the next steps to improving Children's Social Care could not be achieved in isolation and a broader approach to improvement across the whole system of Children and Young People's directorate is required. In consultation with the lead member (Cllr Chris Barnham), a new Children and Young People's Interim Delivery Plan has been developed, a new Early Help & Prevention Programme Board has been established and a new quarterly Performance Board is being established with the first meeting of this board to be in October 2020.
- 7.4 In Appendix D, a summary of Children's Social Care improvement priorities for 2020/21 is provided. These were identified at the beginning of 2020 informed by the 2019 self-assessment, whilst Covid-19 will impact on the timetable of delivery, the areas for improvement remain unaffected.

## **8. Financial Implications**

- 8.1 In July 2020 Mayor and Cabinet considered a report on the overall financial position of the Council. Amongst other things this noted the significant projected overspend for the directorate of £12.4M of which £10M relates to Children's Social Care. The largest single factor behind the projected overspend has been the increase in the number of children requiring a residential placement and the increase in the costs of such placements. This pressure has also been felt by Children's Services across the country. During the previous financial year this increase led to an overspend in the budget and the current projection assumes the full year effect of this increase. Work is currently under way to address this and at the time of writing this report the projected overspend has reduced by £1.9M

## **9. Legal implications**

Not applicable

## **10. Crime and disorder implications**

Investment in the Safe Space, Leaving Care and additional Domestic Abuse services are specifically aimed at reducing rates of crime and violence in the community.

## **11. Equalities implications**

- 11.1 The Council's Comprehensive Equality Scheme for 2016-20 provides an overarching framework and focus for the Council's work on equalities and helps ensure compliance with the Equality Act 2010.
- 11.2 Social work recruitment activity is subject to Human Resources equalities legislation and processes. Care is taken to ensure recruitment panels are diverse. Foster carer and adopter recruitment activity is actively seeking to diversify our pool of carers and placements in line with the profile of our looked after children.
- 11.3 A range of activities have been taking place through 2020, highlighted further by the Black Lives Matter movement, remind us of the importance of reflecting on anti-oppressive practice in our social work with service users, and considering the experiences of staff in Lewisham. Working with unconscious bias and promoting anti-discriminatory practice is included in workforce development and service plans, to ensure services are provided in a culturally sensitive way and services are equitable and not contributing to disproportionality. All policies, procedures and practice guidance seeks to ensure it promotes culturally competent practice.

## **12. Health and Wellbeing implications**

There have continued to be retention initiatives to support staff welfare which aim to reduce sickness levels.

## **13. Background Papers**

The Ofsted report was published August 2019: <https://files.api.ofsted.gov.uk/v1/file/50101634>

## **14. Report Author and Contact**

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## **15. Appendices**

## Appendix A:

Appendix A, provides a chronology of key improvement activities through 2019.

LSCB redrafted the threshold continuum of need	Consistency with the rest of London and clarification of thresholds for partners	Jan 2019
New business process for the MASH introduced.	Address issues identified in self-assessment & Ofsted focused visit	Jan 2019
TOR for key decision making and case monitoring panels revised/relaunched	Strengthen scrutiny, oversight of practice and consistency of decision making.	Jan 2019
Signs of Safety (SoS) practice framework implementation started. All staff on 2 day foundation training	Establish shared practice approach aligned with vision and values	Jan 2019 Through-out 2019
Re-design programme to improve the Liquidlogic Children's Recording System (LCS & EHM) Phase 1.	Reduce bureaucracy, simplify convoluted systems, to increase capacity for more direct work with children and families	Through-out 2019
A dedicated senior Principal Social Worker started in post. Transition of Advanced Practitioners to create Workforce Development Team	Lead on developing stronger workforce development offer linked to PQA & lead on SoS implementation	Jan - May 2019
Partners in Practice arrangement agreed with Islington – CPD focus	Assist delivery of improvement programme and strengthen CPD	Start Feb 2019
Refurbished office and improvements in hardware for agile working – laptops	Improve staff morale, positive contribution to retention and greater working agility and efficiency.	Feb 2019
Create dedicated Leaving Care Service	Improve services to Care Leavers	Mar 2019
Delegated decision making matrix drafted	Clarity of management responsibilities and delegated authority.	Q1 2019/20
Introduction of monthly Manager & All Staff breakfast briefings	Improve communication and increase staff engagement in service developments	Jun 2019 Sep 2019
Listening & Learning event (2 days): auditing, observing & feedback	Concentrated activity to gain a clear picture of practice quality & impact	Jun 2019
CSC Staff Conference & Health Check	Supporting the professional development of workforce. & feedback from staff.	Jun 2019
Adjustments made to 19/20 budget agreed by M&C	Establish additional layer of management (Group Managers) in permanent structure & additional business support.	Feb 2019
Budget coding review and restructure	Provide managers with the tools to assist oversight and grip of finances.	Q4 & Q1
Quality Assurance Framework (QAF) Moderation process introduced	Strengthen scrutiny and reliability of audit judgements.	Q2 2019/20
Transition from LSCB to new partnership arrangements developed	Launched: As required by changes in legislation.	Jul 2019



Corporate Parenting Group self-assessment, review of effectiveness and new forward plan developed	Strengthen and promote Corporate Parenting responsibilities, across the council & voice of CLA in service design	Q1-3 2019/20
Transition of Adoption to Regional Adoption Agency (ALS)	As required by changes in legislation	Jan – Oct 2019
Tracking systems introduced for complaints and FOIs. Learning from complaints fed into QA reports	Improve responsiveness to families, strengthen management oversight.	Q4 2019
Transfer process revised. New transfer panel introduced.	Minimise delays and ensure good quality transitions between workers and teams.	Q1 2019/20
Early Help peer review by Royal Borough of Greenwich	Examine the quality and impact of Early Help Services and inform future strategy.	Q2 & 3 2019/20
Staff Conference & Health Check	Supporting the professional development of workforce. & feedback from staff.	Jun 2019
Service wide appraisal targets linked to the KSS set for 2019/2	Set practice expectations, embed Vision, Values & KSS	Jun 2019
Fostering recruitment campaign	Increase/diversify pool of 'in-house' carers. This did not have the desired outcome.	Jun 2019
Establishment of Inter-agency Concern Hub, lead by Community Safety & Police. (Formerly the MET group)	Improve identification, information sharing and safety planning for young people experiencing exploitation	Jul 2019
Recruitment campaign for Senior Managers (Group Managers & HOS)	Stabilise leadership team. New senior management team in post:	Aug 2019 Nov 2019
Creation of Safe Space adolescent/contextual safeguarding team.	Improve response and services to young people experiencing exploitation.	Aug 2019
Interim senior management team in place transitioning from previous permanent HOS to new team & introduction of new management layer (Group Managers)		Aug-Nov 2019/20
DfE successful bid for innovation grant to set up Family Group Conferences	Enhance our family support offer to keep more children safely with their families.	Sep 2019
Recruitment campaign for Team Managers	Improve permanent, stable workforce & strengthen management oversight	Sep/Oct 2019
Budget recoding project to realign financial structure.	Improve mechanisms and management tools for better financial controls.	Q3/4 2019/20
Introduction of 1:2:1 coaching for Team Managers	Supporting the professional development for frontline managers	Oct 2019
Interim post of Director of Early Help & CYP Commissioning.	Drive forward EH strategy & strengthen sufficiency.	Nov 2019
Practice Standards workshops and Core KSS skills training sessions.	Establish minimum standards and improve consistency of practice in core areas	Start Oct 2019.
Care Leavers Week – activities arranged for advice, support & social events.	Celebrate and raise awareness of care leavers and provide additional support.	Oct/Nov 2019
Signs of Safety (SoS) managers on 5 day Practice Leaders training	Establish shared practice approach aligned with vision and values	Nov 2019

Child in Care Council refreshed Terms of Reference and membership	Stronger representation at Corporate Parenting Board & in service development	Q3 2019/20
Phase 2: Re-design programme for Liquidlogic (LCS & EHM) approved	Reduce bureaucracy, increase capacity for more direct work with families	To start in Dec 2019
ControCC finance system re-design project, procurement agreed.	Improved financial management, connected to LCS system.	Agreed Nov 2019
Staffing establishment reviewed and reset. Additional capacity agreed & staffing budget rightsized.	Better alignment of existing resources. Increasing capacity to maintain reasonable caseloads & add Advanced Practitioners	To start Jan 2020
Re-procurement of Advocacy and Independent Visitors service	Support the engagement of children as part of our corporate parenting duties	Nov 2019
Introduction of the iThrive programme	Bring together Emotional Health and Early Help to inform commissioning approach.	Nov 2019
Increase contract management function in commissioning & introduction of a QA framework	Reduce need for unregulated placements Improvement in SIL provision and moving towards an outcomes based model.	Q4 2019/20
CSC Staff Conference, Health Check & training needs analysis completed.	Supporting the professional development of workforce. & feedback from staff.	Nov 2019
Performance information self-assessment supported by Islington PiP	Review of CSC performance data to identify where to improve and refine.	Nov 2019
Variation and extension of commissioned service for targeted early help family support	Expand and strengthen a broader range of support for children and their families, to prevent the need for statutory services	Q3 2019/20
New staffing structure for Leaving Care Service, including a UASC hub	Reduce PA caseloads, improve services to care leavers, specialist UASC support	Dec 2019
Care Leavers financial entitlements policy reviewed	Ensure Care Leavers have sufficient financial support.	Dec 2019
Participation & Engagement Strategy refreshed	Improve young people's engagement & feedback for service evaluation/design.	Dec 2019
Sufficiency strategy refreshed.	Establishing direction to provide sufficient placements for CLA & Care Leavers	Q3 2019/20
New Interim Executive DCS appointed		Dec 2019
Recruitment campaign for Advanced Practitioners	Create permanent workforce, strengthen management and practice development	Jan 2020
Team managers 12 month training and development programme commences	Supporting the professional development for frontline managers	Jan 2020
Listening & Learning event (5 days): auditing, observing & feedback	Concentrated activity to gain a clear picture of practice quality & impact	Jan 2020

## Appendix B:

Appendix B, provides a summary of the impact of improvement activity throughout 2019.

<p style="text-align: center;"><b>Areas of significant improvement</b></p>	<ul style="list-style-type: none"> <li>• LCS re-design and ICT stabilisation to support better practice.</li> <li>• Wider breadth and depth of performance information to scrutinise practice.</li> <li>• Permanent establishment of Group Managers layer and recruitment of managers at all levels (35 permanent appointments).</li> <li>• Creation of a Workforce Development Team, to develop an academy and strengthen the CPD offer.</li> <li>• Performance &amp; quality of decision making in MASH.</li> <li>• Reduced rate of children subject to Child Protection Plans and Court Orders.</li> <li>• Working with Children in Need and reviewing CIN plans.</li> <li>• Reduced drift in casework in most areas.</li> <li>• Caseloads in the Care Leavers Service reduced.</li> </ul>
<p style="text-align: center;"><b>Areas of some/moderate improvement</b></p>	<ul style="list-style-type: none"> <li>• SoS practice framework introduced and evidence it is changing practice.</li> <li>• Stronger scrutiny, accountability, oversight and monitoring through panels.</li> <li>• Quality Assurance processes being established to improve practice.</li> <li>• Higher prominence of Corporate Parenting responsibilities.</li> <li>• Supervision regularity, but quality needs more improvement.</li> <li>• More access to targeted Early Help Services.</li> <li>• Key thresholds decisions more consistent.</li> <li>• Performance on routine visiting of children improved.</li> <li>• Multi-agency work with exploitation and missing children (Safe Space).</li> <li>• Stabilising numbers and reduced rate of children in care.</li> <li>• Reduced CAMHS waiting list and children accessing wellbeing services.</li> <li>• Timeliness of Health Assessments for CLA.</li> <li>• Education support from Virtual School for CLA.</li> <li>• Establishment of Care Leaver Service and Pathway Plans.</li> <li>• IRO footprint strengthened.</li> </ul>
<p style="text-align: center;"><b>Areas of less activity or improvement</b></p>	<ul style="list-style-type: none"> <li>• Services for families where domestic abuse is a key feature</li> <li>• Assessment timeliness (already reasonable at 80%).</li> <li>• High rate of assessment and caseloads in the Assessment Service high.</li> <li>• Core Group Meetings timeliness and effectiveness.</li> <li>• Quality of all types of plans: CIN/CPP/Care/Pathway.</li> <li>• Development of services to children in care.</li> <li>• Permanence planning (Improvements not underway until 2020).</li> <li>• Life-story and my story work.</li> <li>• Increasing numbers of CLA placed with in-house foster carers in Lewisham.</li> <li>• Placement Sufficiency and reducing financial pressures.</li> <li>• Permanent staffing at social work level.</li> </ul>

## Appendix C:

Appendix C, provides a summary of key performance indicators through 2019.

This table combines performance data taken from the Improvement plan 'Measures of Success' in Appendix 11, Monthly Performance reports, London Regional Alliance Report and CAFCASS. Figures represent the average across the three months of each quarter.

KEY PRACTICE MEASURES (All rates are of a popn. of 10,000)	Baseline		Performance				STEP TARGETS		FINAL TARGET	See footnote <sup>1</sup>	UPDATE Performance through C-19 Q1 20/21
	Q3 18/19	Q4 18/19	Q1 19/20	Q2 19/20	Q3 19/20	Q4 19/20	Q3 19/20	Q4 19/20	Q4 20/21	DOT on Q4 19/20	
Rate of referrals to CSC is comparable	456.8	443	459	488	534	574	Less than 600			↑	549
% Re-referrals decreases (rolling)		9.6	14.7	15.3	15.7	16.8	Not more than 16			↑	18
% MASH decision in 24 hours.		60	58	83	92	91	80	85	90	↑	96
% Assessments within 45 days	75.5 Dec 18	76	74	83	80	77	83	86	95	→	75
% CIN visited in timescale (FSW only 4 wkly)		69	69	70	80	73	83	85	90	↑	70
% CP visited in timescale (2 wkly)		N/A	N/A	79	68	68			95	→	75
% CLA visited in timescale (6 wkly)		88	82	82	89	85			95	↓	73
% CIN plans up to date (FSW)	52.9 Dec 18	62	72	80	88	86	69	73	90	↑	84
% CIN Reviews in timescale (FSW only)					77	79	75	80	90	-	87
% s47 strategy meeting to ICPC in time		72	20?	65	76	67	80	83	85	↑	85
Rate of CPP is comparable or less		56	47	40	38	45	At or below 54			↓	51
% of CPP lasting + 2 years		2	1	3	1	1	1	1	0	↓	1
No. children subject to CPP for 2 <sup>nd</sup> or subsequent time in 24 months (Rolling)				11	15	16	Remain below 16			-	15

<sup>1</sup> Key for DOT: Colour denotes degree to which Q4 19/20 performance met the Q4 19/20 target

Met Q4 target      Slightly below Q4 target      Significantly below Q4 target

Arrows indicate trajectory from 18/19 Baseline

Core Group Meetings in timescales (%)	69	69	65	68	59	64	77	79	90	↓	53
Reduce no. of care applications (Figures are average no. of applications pm)		13.6 (18/19)	8.2	7.6	8.6	tbc	10	9	8	↓	tbc
No. of new entrants to care reduces		40	27	54	52	46	-	-	-	↑	33
Rate of CLA is comparable or less	72	72	70	69	69	69	68	67	62	↓	70
No. of CLA who go missing reduces		36	28	40	16	29	N/A	-	-	↓	26
% PEPs completed in timescale	83 Dec 18	83 Dec 18	Recording practice and reporting requires development				88	89	95	Report in development	tbc
% IHA completed in timescale	64	82	77	60	73	64	76	79	95	↓	50
% CLA 3+ placements reduces (Rolling)			8	8	8	9	Remain below 10			↑	6
% CLA placed 20+ miles from home		17	18	19	20	20	17	17	16	↑	20
% CLA placed in-house Foster Care			27	27	27	26	40	42	50	→	25
% Pathway Plan up to date (18-21 yrs)			41	57	64	61	59	65	90	↑	78
% Care leavers in EET (18-21yrs)		57	61	63	63	54	62	64	70	↓	51
% Care leavers suitable accommodation		82	93	93	91	92	90	90	95	↑	92
% Care leavers visited in time (8 wkly)			44	62	57	69	60	65	80	↑	89
% Cases with a record of supervision		TBC	TBC	TBC	47	50	TBC	TBC	90	Report in development	82
% of social work staff are permanent	65.6	67.8	71.1	69.5	71	TBC	74.8	77.8	90.0	→	tbc
Audits completed in quarter.		33	68	27	93	TBC	80%	85%	100%	↑	tbc

## Appendix D: Children's Social Care Priorities for 2020 - 2021

Leadership and Infrastructure	Improving performance and practice
<ul style="list-style-type: none"> <li>• Develop an effective local safeguarding partnership across key safeguarding agencies.</li> <li>• Increase the visibility of senior leaders, improve communication and engagement of frontline staff in service development.</li> <li>• Continue to raise awareness of Corporate Parenting responsibilities across the council, raising our ambition and creating initiatives.</li> <li>• Refine the quality and analysis of performance data, to inform service planning.</li> <li>• Embed and strengthen all mechanisms that support robust management oversight.</li> <li>• Through participation strategy embed service user feedback into quality assurance and better disseminate learning to inform workforce development and to 'close the loop'.</li> <li>• Maintain manageable caseloads to support retention, good performance and quality.</li> <li>• Embed our vision, values and SoS practice framework, blended with other relationship based approaches e.g. Trauma informed, motivational and restorative.</li> <li>• Update and publish our local Policies and Procedures (Tri-X), practice guidance and a Practice Handbook setting out practice standards for Lewisham Children's Social Work.</li> <li>• Develop a skills based training &amp; learning offer, including a manager programme.</li> </ul>	<ul style="list-style-type: none"> <li>• Remodel Early Help offer to deliver a continuum of preventative services. Including targeted youth services linked to the contextual safeguarding agenda.</li> <li>• Maximise benefits of multi-agency co-location in MASH and develop a single point of contact for a wider range of services (e.g. CAHMS and Adults Safeguarding).</li> <li>• Continue to improve performance and practice in all core areas of social work practice, prioritising areas identified through quality assurance.</li> <li>• Reshape our Family Support/EOC/Rehabilitation home from care services, including roll out of innovation programme for FGC's and consider viability of PAUSE.</li> <li>• Continue to improve access to emotional health and wellbeing services.</li> <li>• Develop and deliver the LSCP Domestic Abuse strategy and a wider range of services.</li> <li>• Update and deliver the LSCP Exploitation Strategy. CYP Service to progress next phase for Safe Space, as a multi-agency service alongside the Concern Hub.</li> <li>• Continue to adapt CPC's to better support good safety planning.</li> <li>• Minimise drift and delay by strengthening reviewing mechanisms, e.g. CIN, Core Group Meetings and children on Supervision Orders. Focus on progress and impact.</li> <li>• Implement SEND strategy and strengthen information sharing for EHCPs.</li> </ul>

<ul style="list-style-type: none"> <li>• Introduce group supervision, strengthen reflective individual supervision.</li> <li>• Recruit more permanent staff, including two cohorts of NQSW's into an Academy.</li> <li>• LCS re-design Phase 2 and a lean review to cut unnecessary bureaucracy and re-model Business Support, to create efficient processes and enable more time for direct work.</li> <li>• Re-install ControCC and new budget coding structure for tighter financial management.</li> <li>• Roll out stronger ICT support arrangements and new hardware (managed laptops).</li> <li>• Ensure clear transitions and transfer processes between services e.g. Step up/down.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce NEET of vulnerable children, develop initiatives to minimise school exclusion of specific groups e.g. Black Caribbean pupils. Improve monitoring of CLA receiving SEND support and build on the I-Aspire (SIB) to improve EET Care Leavers.</li> <li>• Increase CICC membership and give them a stronger role in service co-design.</li> <li>• Develop and deliver a Corporate Parenting Strategy through the operational group, with the CLA Pledge and a finalised financial entitlements policy for Care Leavers.</li> <li>• Deliver the placements Sufficiency Strategy, recruiting more local foster carers and supported lodgings providers, expanding staying put arrangements and introducing a joint CSC &amp; Housing protocol to diversify housing pathways for Care Leavers.</li> <li>• Strengthen permanency planning at earliest stages of children becoming looked after, establish clear links with the RAA and develop life-story and 'my story' work.</li> <li>• Expand SGO support, to help more children remain in their natural network.</li> <li>• Strengthen the IRO footprint to drive improvements in care planning.</li> <li>• Develop earlier pathway planning from 16.</li> <li>• Work with Health partners to develop health passports for all CLA and Care Leavers.</li> <li>• Implement the new transitions to adults service</li> </ul>
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## 8. Glossary

Term	Definition
ILACS	Ofsted Inspection of Local Authority Children's Services. Details of the framework for inspection can be found here: <a href="https://assets.publishing.service.gov.uk/government">https://assets.publishing.service.gov.uk/government</a>
MASH Multi-Agency Safeguarding Hub,	The multi-professional team based in Children's Services that provides a referral point for all professionals and members of the public requesting services for vulnerable children.
CSC Children's Social Care.	The service area of Children's Services that provides statutory social work services to children in need, including those with complex disabilities, children in need of protection, children who are looked after (in care) and young people who her previously been in care.
Corporate Parenting	The term that describes the Local Authority's responsibilities towards children who are looked after, in the care of the council.
FGC Family Group Conference	A meeting of the extended family and friends to make decisions and plans for resolving problems around a child or young person. More information can be found here: <a href="http://www.daybreakfgc.org.uk/what-is-an-fgc">http://www.daybreakfgc.org.uk/what-is-an-fgc</a>
Signs of Safety	The practice framework for children's social work that guides a particular approach to working with families. More information can be found here: <a href="https://www.signsofsafety.net/signs-of-safety/">https://www.signsofsafety.net/signs-of-safety/</a>
LSCP Local Safeguarding Children's Partnership	Replacing the former Local Safeguarding Children's Board in 2019. The partnership ensures member agencies work together to keep children and young people safe, hold one another to account and ensure that safeguarding remains a priority. More information can be found here: <a href="https://www.safeguardinglewisham.org.uk/lscp/lscp">https://www.safeguardinglewisham.org.uk/lscp/lscp</a>
PAUSE	A evidence based intensive programme to support women who have experienced, or are at risk of, repeated pregnancies that result in children needing to be removed from their care. PAUSE aims to give women the opportunity to pause and take control and break a destructive cycle. More information can be found here: <a href="https://www.pause.org.uk/">https://www.pause.org.uk/</a>
RAA Regional Adoption Agency	A service that recruits, assesses, matches and supports prospective adopters, operating on behalf of; Lewisham Richmond, Kingston, Sutton, Merton, Croydon, Wandsworth, Lambeth and Southwark. More information can be found here: <a href="https://www.first4adoption.org.uk/agency/adopt-london-south/">https://www.first4adoption.org.uk/agency/adopt-london-south/</a>
EHM/LCS ControCC	EHM/LCS - Electronic case file recording and management system for Children's Social Care. Provided by Liquidlogic suppliers. ControCC – Electronic Finance management system linked to LCS