

CYP SELECT COMMITTEE		
Report Title	Safeguarding Services 6 Monthly Report	
Ward	All	Item No. 7
Contributors	Assistant Director Children's Social Care	
Class	Open	Date: 24 th January 2019

1. Purpose and Summary of the Report

- 1.1 This report provides a summary of safeguarding activity in Children's Social Care Service (CSC) between July 2018 and December 2018. The report does not report on Early Help, Child Sexual Exploitation or Children Looked After as these are subject of a separate standalone reports to CYP Select Committee.

2. Recommendations

- 2.1 Members are asked to note and comment on the contents of the report.

3 Policy and Legislative Context

- 3.1 Children's Social Care is governed and delivered under the auspices of statutory legislation, regulation and guidance. The key legislative framework and guidance for this are outlined below via:

- [The Children Acts of 1989 and 2014](#), and subsequent guidance and regulations, impose a statutory duty on local authorities to safeguard children in their area.
- [The London Child Protection Procedures 2017](#) have been adopted by all London Local Authorities and LSCBs.
- [Working Together to Safeguard Children 2018](#), HM Government, provides a national framework and the core requirements which agencies and professionals must satisfy in order to safeguard and promote the welfare of children.

4 How do we know about the quality and impact of our services?

4.1 Performance information & Quality Assurance Activity-Audit & Feedback

- 4.1.1 In previous Ofsted inspections Lewisham's performance information management and quality assurance processes were identified as needing strengthening. Improvements have been made during 2018 and whilst there is still work to do, managers now receive regular performance information to enable them to better monitor and manage practice. The quality assurance framework was updated in Q3 2018/19 introducing a performance and quality assurance cycle of auditing, reviewing and an annual Listening & Learning week, the first of which was undertaken in December 2018.

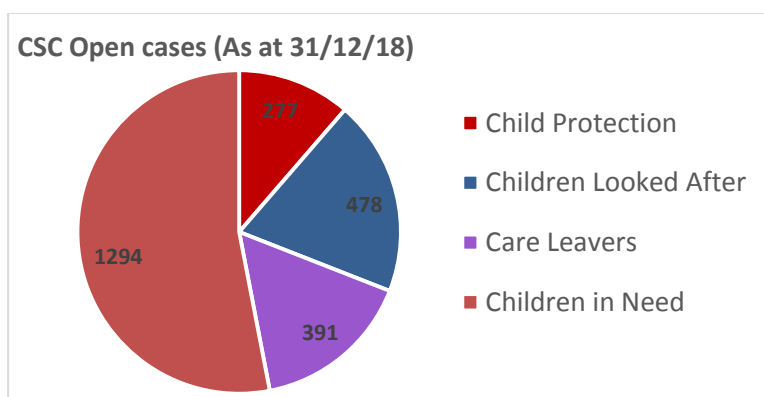
4.1.2 The findings from a broad range of performance information and quality assurance activity (see table below) is now collated into a quarterly report and discussed at senior management meetings. The learning is disseminated across the service and used to inform and progress the improvement plan. Key highlights are fed up to the Directorate Management Team, Executive Management Team, the Improvement Board, council meetings, committees and the LSCB as required.

<ul style="list-style-type: none"> • Performance management information • Audits – core and thematic • Structured observations of practice • Supervision, probation, appraisal • National and local inspections • External and peer reviews • Legal feedback from proceedings • CAFCASS guardian feedback • Serious Case Reviews • Managements reviews 	<ul style="list-style-type: none"> • LSCB annual report • IRO/CP chair/LADO annual reports • Panel reports e.g. fostering and adoption • Private Fostering annual report • Service user feedback • Children in Care Council • Complaints and Compliments • Child and YP partnerships • Employer Health Checks • Staff feedback
--	--

4.1.3 The information in this report is drawn from a combination of performance information and quality assurance activity that has taken place over the last 6 months, from a selection of the sources in the table above. In addition, during September 2018 Ofsted undertook a focused visit of the Lewisham’s front door safeguarding practice. A number of recommendations were made, the Ofsted letter can be seen in the appendices and the learning from this inspection is embedded throughout this report.

4.2 How well are we helping and protecting children in Lewisham?

4.2.1 As at the end of December 2018, CSC were working with a total of 2,440 children and young people. 1,571 are either being assessed for, or are receiving safeguarding services as children in need or children subject to child protection plans.



4.2.2 During Listening & Learning week (December 2018) of all the audits and observations undertaken, approximately **40% of practice was judged to be ‘good’, the remainder requires improvement to be good**. The activity in Listening & Learning week reached across the whole of CSC services, the table below sets out what we found to be our generic practice strengths and areas requiring improvement.

What is going well?	What are our areas for improvement?
<p>Social Workers know their children & families well, they are committed, passionate, persistent and tenacious in getting families the right services.</p> <p>Practice is in the main culturally competent</p> <p>Some evidence of good work with fathers</p> <p>Some practice is respectful and empathetic, child focused, purposeful, thoughtful and creative.</p>	<p>We need to use less professional jargon when talking to families.</p> <p>Greater use of interpreters needs to occur to ensure the families' understanding.</p> <p>The culture of practice needs to shift to manage risk more proportionately. The audit identified threshold decisions to commence high level intervention where change could be achieved in lower intervention processes. i.e. Children in Need rather than Child Protection.</p> <p>All practitioners need to maintain focus on the child, maintain clear purpose and avoid the pitfall of pre-occupation with processes.</p>
<p>A survey of 34 parents and children receiving services gave a satisfaction rate average of 6.8 (score of 0-10 with 10 = high satisfaction)</p> <p>80% said they knew why CSC were involved. Communications with other partners, family relationships & access to services improved. CSC helped families feel safer and parent better</p>	<p>Lower satisfaction comments related to</p> <ul style="list-style-type: none"> • Families feeling ignored, unnoticed and not responded to urgently. • Service users were frustrated when social workers were away or difficult to contact, • Slow decisions. • Perception of resources being withheld
<p>Good direct work is happening with children and young people.</p>	<p>Visits need to consistently take place in time.</p> <p>Recording of visits require more detail.</p>
<p>Some examples of good partnership working</p>	<p>Multi-agency work needs stronger co-ordination, some practice is occurring in silos</p>
<p>Practice is decisive when children are at risk of harm. Decision making is timely when risk is clear, rationale is provided for decisions.</p>	<p>Analysis and decision making needs to show clear rationale for thinking and decisions. Better use of history is required in risk assessing. Decision making is too often pushed upwards, potentially de-skilling frontline practitioners and creating blocks in the system.</p>
	<p>Knowledge and skills in understanding and working with domestic violence and parental mental ill health needs increasing.</p>

5 MASH and Out of Hours Emergency Duty Service

5.1 The Lewisham MASH has representation from the following agencies: CSC, Police, Health, Education, Probation, Drugs Misuse services, housing and Youth Offending Service (virtual). The MASH receives all incoming contacts from members of the public and professionals where there may be concerns about the wellbeing or safety of a child. Advanced Practitioners in the MASH review all contacts to decide the most appropriate service for the child & family (Within 24 hours). Where additional information is required to make this decision, enhanced information sharing will be undertaken with the MASH partners. The Emergency Duty Service is available between 5pm & 9am weekdays and over weekends.

Indicator	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Target
No. of Contacts received in MASH	1786	1376	1628	1716	1674	No Target
No. of Children <i>(Some events lead to more than one contact being received for the same child)</i>	1332	1109	1278	1373	1331	No Target
% Contacts progressing to a CSC referral	26%	22%	30%	22%	20%	30%
No. of Contacts progressing to a CSC referral	267	192	287	220	283	No Target
Rate of CSC referrals (10k pop) rolling 12 months	476.2	471.6	480.6	467.4	466.4	Under review
% Re-referrals (In the last 12 months)	15%	16%	17%	15%	16%	Under review
Timeliness of decisions in MASH (24 hours)	Data under review					

BENCHMARKING	2018	2017		
	Lewisham	Statutory Neighbourhoods	Inner London	England
Rate of CSC referrals (10k pop)	482	602	601	552
% Re-referrals (In the last 12 months)	15%	16%	16%	22%

What is going well?	What are our areas for improvement?
<p>Children recognised as being at significant risk are identified quickly.</p> <p>Social work analysis in MASH is thorough and generally child centred. In the majority of cases the right threshold decisions are being made</p>	<p>There are some delays in MASH decision making. The MASH process needs simplification to reduce delay and more accurately represent the work taking place.</p> <p>Consent is not routinely recorded and the current practice is not underpinned by clear enough procedures. There are also issues about partners not informing parents of referrals.</p> <p>Threshold continuum needs clarification.</p> <p>The quality of referrals to MASH from partners needs improving as they can lack clarity and detail.</p>

Working relationships within the MASH are good	More use of history is needed to inform decisions and more information checks are required.
Consent is routinely sought	Some contacts/ referrals for services for children with complex needs come through the MASH and some direct to the team.
Re-referral rates are in line with statistical neighbours and lower than the national average.	The % of contacts that convert to a CSC referral is on average 23% and the rate of referrals per 10,000 is low compared to statistical neighbours. These figures may suggest thresholds in MASH are too high. However, the poor design of the ICT in MASH is generating unreliable data. When the new system goes live in Jan 18, the rate will need to be closely monitored.

6 Assessments, Strategy Meetings and Section 47 Enquiries

- 6.1 Lewisham Assessment Service includes five teams of social workers who undertake Child and Family Assessments of children & families to establish whether they are 'in need' of services (s17 Children Act 1989) and/or are suffering 'significant harm' (s47 Children Act 1989). The length of the assessment should be proportionate to the presenting need but should not take longer than 45 working days (*Statutory Guidance: Working Together to Safeguard Children 2018*).
- 6.2 Whenever there is reasonable cause to suspect a child is suffering, or is likely to suffer, significant harm, a strategy meeting/discussion is held. The Local authority has a statutory duty to lead s47 enquiries, police, health professionals, teachers and other relevant professionals support the enquiries. (*LSCB London Child Protection Procedures 2017*).

Indicator	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Target
No. of Assessments started in Month (<i>NB. Whole service</i>)	341	234	262	313	363	No Target
Child seen within 5 days of referral to CSC	Data under development					
% completed within 45 working days in month	85%	81%	86%	85%	83%	85%
Rate of assessments completed per 10,000						
% of assessment where outcome is ongoing CSC involvement/services	61%	65%	60%	59%	68%	Under review
No. of Child Protection Strategy Meetings held	Data under development					
No. of S47's Investigations Started (in month)	92	78	90	81	81	No Target
No. of S47's Investigations Started (rolling 12 months)	1195	1214	1233	1186	1157	No Target
Rate of S47's per 10,000 (rolling 12 months)	175	178	181	174	170	Under review

% of S47's resulting in an Initial Child Protection Conference (ICPC)	45%	51%	46%	34%	42%	Under review
% of S47 investigations to ICPC in 15 days from Strategy Meeting (in month)	79%	74%	88%	70%	71%	Under review

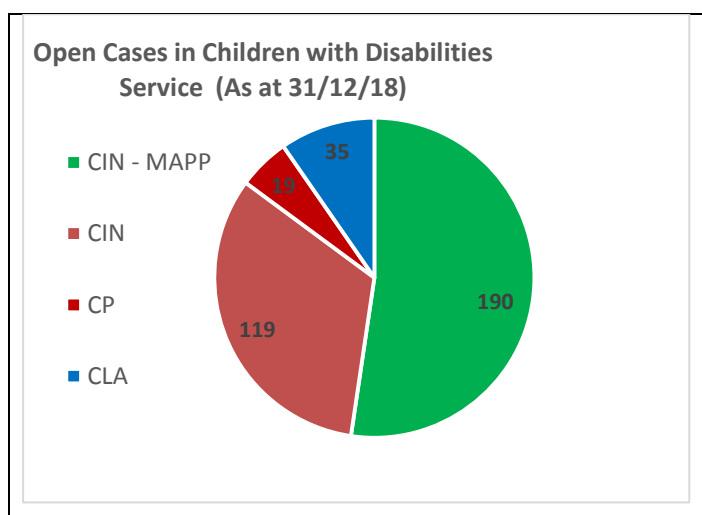
BENCHMARKING	2018	2017		
	Lewisham	Statutory Neighbourhoods	Inner London	England
% assessments completed within 45 days	74%	84%	78%	83%
Rate of S47's per 10,000 (rolling 12 months)	182	181	175	167
% of S47 investigations to ICPC in 15 days from Strategy Meeting	68%	70%	67%	77%

What is going well?	What are our areas for improvement?
<p>Assessments are being completed in a timely way the length of time taken is proportionate.</p> <p>There are timely interventions for children most at risk, CP enquiries are managed well. The rate of s47 enquiries has been falling to become more comparable to statistical neighbours.</p> <p>Some good examples of multi-agency working with key agencies such as school, CAIT, health colleagues.</p>	<p>Quality and consistency of assessment needs improving, especially in analysis.</p> <p>Timeliness of S47 enquiries going to ICPC within 15 days is just below statistical neighbours.</p> <p>S47s are not always well recorded.</p> <p>Mobilising friends and family support networks right from the outset and through assessments needs to become standard practice.</p>

7 Children in Need (including Children with Disabilities)

- 7.1 Where a child has been assessed as being a child 'in need' of services the child and family is transferred to one of the eight teams in the Family Social Work Service. Every child will have a CIN plan which outlines the services and support. The plan should be reviewed every 3 months, until the child's needs are met.

Indicator	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Target
No. of open CiN cases (<i>Excludes CPP</i>)	2201	2127	2034	2111	2141	No Target
Rate of CiN per 10K population (<i>Includes CPP as per DfE definition</i>)	322.4	311.5	297.9	309.2	313.6	Under review
% CiN with an up-to-date plan: ALL CIN	52%	45%	39%	42%	31%	90%
% of CIN review meetings held in last 3 months.	Data under development					



What is going well?	What are our areas for improvement?
<p>Evidence of good direct work with children on CiN plans.</p> <p>There is some effective reviewing of plans</p>	<p>Plans can be service led rather than needs led and done 'to' families rather than 'with' them. The LCS design of plans is a significant barrier to writing helpful plans for the family.</p> <p>Performance on visits to CIN needs to improve.</p> <p>CIN plans are not being reviewed and updated frequently enough.</p> <p>The limited capacity of Early Help services to work with children being 'stepped down' from CSC creates blocks in system.</p>

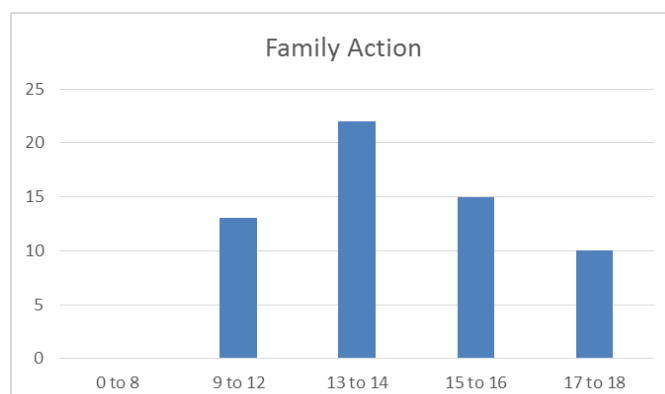
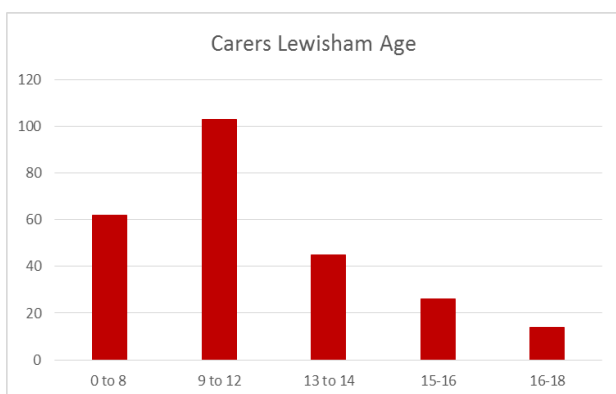
8 Young Carers

- 8.1 Young Carers are children under 18 who provide regular practical, personal care and, or emotional support to a family member who has a physical, learning or mental disability, or who misuses substances, or where there is domestic violence. The term young carer does not apply to the everyday and occasional help around

the home, a young carer becomes vulnerable when the level of care-giving becomes excessive or inappropriate. Local authorities have a duty to carry out a Child & Family Assessment of young carer's and provide services where the child is in need. Lewisham has a specialist worker based in the Assessment Service.

8.2 We do not have reliable performance information on the number of Young Carers being assessed and supported in Lewisham in 2018. Our estimates rely on the number registered with Carers Lewisham and Family Action, including those known to the specialist social worker. The annual 2017 Young Carers Report noted: Carers Lewisham have 250 (2016-2017) and Family Action have 60 (2016-2017), Young Carers registered. The specialist social worker for Young Carers has identified 236 notifications received (2016-2017). At this point in time it is not possible to say whether the same children feature across these services and double counted. However assuming these are all different children, the best we can estimate is that 546 young carers have been identified in Lewisham (2016-2017).

8.3 The age profile of young carers is as follows from the two key agencies. Data from all three agencies working with young carers suggests the male : female ratio is approximately 45 : 55.



What is going well?	What are our areas for improvement?
There is a dedicated social work post for young carers with specialist knowledge	There is insufficient performance and quality assurance information on this area of practice to understand how well services are being delivered.

9 Private Fostering

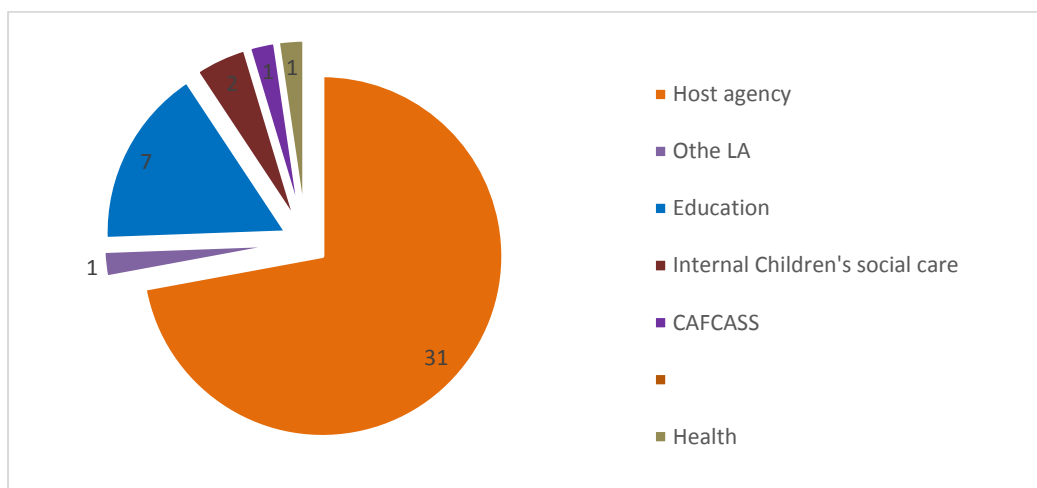
9.1 A privately fostered (PF) child is 'a child who is under the age of 16 years old (18 if disabled) and who is cared for, and provided with accommodation, by someone other than: the parent, a person who is not the parent but who has parental responsibility, or a close relative defined in this context as a brother, sister, aunt, uncle, grandparent or step-parent. The Local Authority has a duty to assess and monitor the PF arrangements when a PF notification is received or the local authority becomes aware that a PF arrangement already exists.

9.2 Lewisham currently has one specialist PF social worker in the Assessment Service, who conducts the assessment and monitors PF arrangements (where children are

not also CIN for the first year). Longer term PF arrangements are monitored in the CLA Service.

9.3 The 2017/18 Annual Private Fostering Report gives the following PF profile for Lewisham. As at December 2018 there are 20 existing PF arrangements that Lewisham is either assessing or monitoring. From April 2017 to March 2018 CSC received 43 notifications of new PF arrangements, an increase from 37 in 2016/17. The majority were from agencies who provide educational opportunities for children with host families (72%). The majority of the PF arrangements are located in the Catford area, this is mainly due to the host family's homes being closely located to St Dunstan's private school.

9.4 33 PF arrangements were started in the year, 3 were CIN, none were child protection. The majority of PF notifications have been for children of Latin American ethnicity (No.23), in contrast to last year where a majority were for Chinese students. The majority of the children in longer term PF arrangements were of Black African ethnicity.



Source of notification

What is going well?

What are our areas for improvement?

<p>In a majority of PF cases held in the Assessment service the children were found to be in safe placements where they were thriving and all of their needs were being met.</p> <p>Feedback forms from PF children: 100% liked where they were living. 100% were happy with the amount of contact they were having with their parents and/or family. All felt that the amount of visits by their Social Worker was 'about right'.</p> <p>PF awareness raising activity and training has been taking place.</p>	<p>There is inconsistency in the recording of PF visits in the Regulation 8 reports on LCS</p> <p>A number of the PF arrangements are made by parents because of economic hardship.</p> <p>There is a challenge in cases where children in PF arrangements are "on the edge" of care and where the young person has "voted with their feet" in going to stay with an adult carer which the parent is not in agreement with but is not exercising their legal authority to remove the child.</p> <p>The offer to PF children needs to be clearer including consideration around 'Child In Need' funds and advice and assistance around housing, immigration and securing permanence through court orders.</p>
---	--

10 Child Protection Conferences, Child Protection Plans & Core Groups

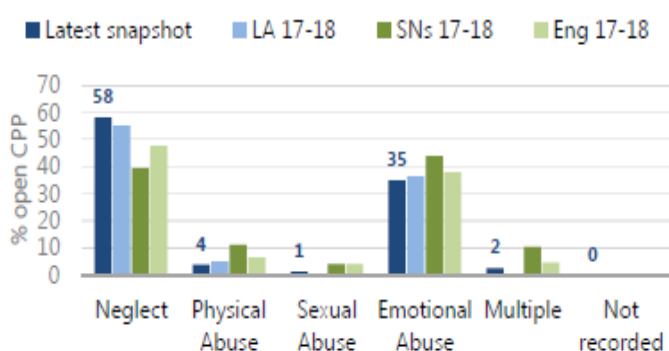
10.1 Where a child is judged to be suffering harm an initial child protection conference (ICPC) is convened and should take place within 15 working days of the strategy discussion at which s47 enquiries were initiated. The ICPC brings together the family, supporters, advocates and professionals involved with the family, to plan for the child's future safety. If it is decided at ICPC the child remains at risk of significant harm a Child Protection Plan is put in place to support the family to safeguard the child. Where a child has been made subject of a Child Protection Plan the child and family is transferred to the Family Social Work Service.

Indicator	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Target
No. of children subject to CP plan (end of month)	331	347	349	346	301	No Target
No. of open CPP cases (at end of month) per 10,000	48.5	50.8	51.1	50.7	44.1	Under review
Rate of children with ICPC rate per 10K population (rolling 12 months)	72.9	72.9	74.3	76.8	72.4	No Target
No. of children made subject to an ICPC (in month)	43	31	43	47	24	No Target
% of ICPC that resulted in child subject to CP Plan	100.0 %	61.4 %	92.7 %	62.1 %	48.1 %	No Target
% of children becoming subject to a CP plan for a 2nd or subsequent time ever (rolling 12 months)	9.7%	8.6%	8.0%	7.1%	7.3%	No Target
No. of CP plans lasting 2 years or more	7	7	2			Under review
% of CP plans lasting 2 years or more ceased (rolling year)	4.6%	4.0%	5.1%	3.5%	2.6%	Under review

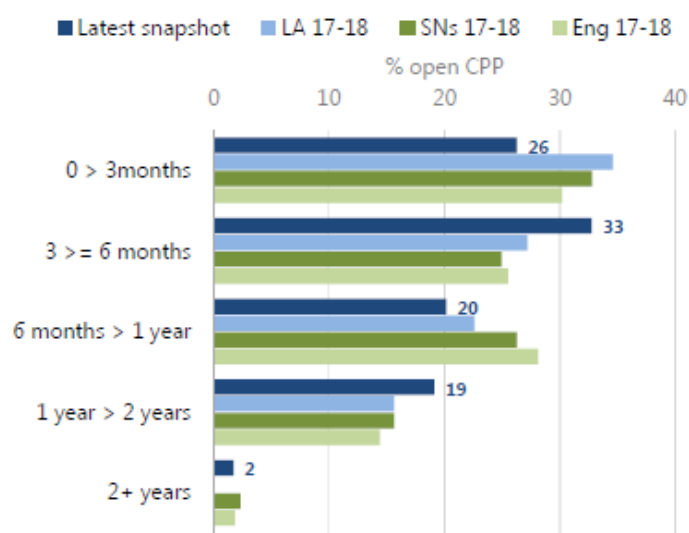
% of children visited within 10 working days	87.0 %	82.4 %	88.0 %	68.5 %	83.7 %	90.0%
% of RCPC in timescale (3/6 months)	100.0 %	97.4 %	93.0 %	96.1 %	97.2 %	95.0%
Core group meetings held within 6 weeks	Data under development					

BENCHMARKING	2018	2017		
	Lewisham	Statutory Neighbourhoods	Inner Lon	England
Rate of children with ICPC per 10,000 (rolling 12 mths)	76.3	66.5	63.4	67
% of children becoming subject to a CP plan for a 2nd or subsequent time ever (rolling 12 months)	10.0%	15.6%	13.5%	20.2%
% of CP plans lasting 2 years or more ceased (rolling year)	6.4%	3.6%	4.3%	3.4%

Latest category of abuse for current CP plans



Comparing duration of open CP plans



Source: CHAt – Sept – Nov 2018

What is going well?

What are our areas for improvement?

<p>There is improving performance on visiting children.</p> <p>Robust CP plans are formed at the ICPC & effective core group recordings and multi-agency involvement in CP plans.</p> <p>The rate of children subject to a CP plan has been higher than statistical neighbours, but the % of ICPC's resulting in a CP plans and the overall rate of children subject to CP plans has fallen in recent months to be more comparable.</p> <p>The number of children subject to CP plans for over two years has been falling over the last 6 months, to be more comparable.</p> <p>CP plan re-registrations are low.</p> <p>97% of RCPC's are being held on time. RCPCs are appropriately identifying the circumstances in which CP Plans can be stepped down.</p>	<p>CP plans need strengthening, Core Groups need to better evidence that they are reviewing and updating CP Plans.</p> <p>Thresholds: There are a significant proportion cases that might have been effectively managed through CIN plans rather than CP. The issue of the "non-engagement" of parents and its relationship to decision-making in CP requires examination.</p> <p>There have been too many children subject to CP plans for up to 3 months.</p> <p>CPC facilities are poor and will be improved in the building refurbishments (Q4 2017/18)</p> <p>Developing a contextual safeguarding approach is likely to be more effective in working with the risks faced by some adolescents than the use of CPCs.</p>
---	---

11 Local Authority Designated Officer (LADO): Allegations Against People Working with Children

- 11.1 Local authorities should have a designated officer/s (LADO) who is the point of contact and has oversight of allegations against people who work with children. Lewisham's designated LADO is in the Quality Assurance Service. The 2017/18 LADO Annual Report shows there were 332 LADO contacts in the year. 160 (48%) were taken forward for enquiries and 60 (18%) for advice and guidance only.
- 11.2 This compares to 215 contacts received in 2016/17 when 130 (60%) were taken forward. There were fewer contacts in 2016/17, but a higher proportion were taken forward. The contacts not taken forward (n=112) were directed to another more relevant service. For the 160 referrals that resulted in LADO enquiries 83 strategy meetings were held and on 14 occasions the allegations were substantiated.
- 11.3 LADO Referral Outcomes by Agency: There has been a drop in substantiated allegations from 27 to 14 despite the increase in referrals. As each case has to be addressed in terms of its own merits, it would be difficult to draw any inference from this decrease.

Outcomes	Primary Schools	Secondary Schools	Foster Carers	Foster Carers (Non LBL)	Child minders	Sports and Leisure	Residential	Other Agencies	Totals
NFA	27	13	2	2	3	2	6	36	91
Outcome pending	0	0	0	0	0	0	0	2	2
Substantiated	2	1	0	0	0	0	2	11	16
Unfounded	1	1	0	2	0	0	0	3	7
Unsubstantiated	8	3	2	3	2	0	3	17	38
FALSE	1	1	0	0	0	0	0	3	5
Grand Total	39	19	4	7	5	2	11	72	159

What is going well?	What are our areas for improvement?
The vast majority of referrals (76%) were concluded within 31 days.	<p>Reducing the time to conclude the majority of referrals is a development goal for 2018/19.</p> <p>Internal promotion of LADO processes. Publicity of allegations processes in relation to faith groups and religious organisations</p> <p>Training of Chair of Governors in relation to managing allegations against Headteachers.</p> <p>Need to ensure that there is more quality assurance information about how well these services are being delivered.</p>

12 Public Law Outline: Pre Proceedings & Care Proceedings in Court

12.1 The Local Authority can initiate care proceedings (s31 Children Act 1989) where a child is suffering or is likely to suffer significant harm attributable to the care being given to the child, or because the child is beyond parental control. The Public Law Outline initially came into force in 2010 and aimed to streamline court procedures by introducing a pre-proceedings period to divert the need for proceedings in some instances and to ensure preparatory work facilitated the smooth running of court cases, within a 26 week timescale. Before a decision can be made to initiate Care or Supervision Proceedings, a Legal Planning Meeting is held where a decision is made about whether the threshold criteria have been met and whether a legal order is necessary to protect the child. Children subject to pre and care proceedings are allocated in the Family Social Work Service.

	2017/18	2018/19 Q1 & Q2 = YTD
No of applications	164	75
Average duration	27 weeks	28 weeks

Source: CAF/CASS

What is going well?	What are our areas for improvement?
<p>The proportion of pre-proceeding cases that do not escalate to court proceedings has been falling. Timescale has become shorter, average of 40 weeks for those cases that de-escalate. 16 weeks for those that escalate to court.</p> <p>Up to 12 months after de-escalating from pre-proceedings, no cases re-entered.</p> <p>Whilst the average length of time in court is 28 weeks, slightly slower than 2017/18, it remains slightly over the performance target of 26 weeks. This is better than the London average of 31 weeks and the national average is 32 weeks.</p>	<p>There is an over reliance on Legal Planning Meetings for care planning & case management. This is expensive and indicative of insufficient supervision.</p> <p>Drift identified on pre-proceedings cases, monitoring requires strengthening. There is no automated performance data for pre or court proceedings making monitoring challenging.</p> <p>Cases of physical abuse are twice as likely to de-escalate from pre-proceedings and where children are in proceedings they are twice as likely to end with the child returning home.</p> <p>Out of 32 London Boroughs, during Q1 & Q2 of 2018/19 Lewisham made the 2nd most amount of Care Order applications (NB Croydon = highest)</p>

13 Legal Implications

13.1 There are no specific legal implication arising from this report other than the legislative framework outlined in the body of the report. Lewisham CSC provides children’s safeguarding and support serves in accordance with the statutory framework provided by the Children Act 1989 and successive statutory requirements.

14 Financial Implications

14.1 There are no specific financial implications arising from this report

15. Crime and Disorder Implications

15.1 The police are key partners in safeguarding children.

16. Equalities Implications

16.1 Equalities factors are addressed in the body of the report. Further scrutiny of ethnicity in local populations versus those children’s ethnicity when entering safeguarding and child protection processes is required to ensure that any over representation is understood in comparison to local demographics.

17. Environmental Implications

17.1 None.

18. Background documents and originator

18.1 If there are any queries on this report, please contact Lucie Heyes, Assistant Director, Children's Social Care on

Tel: 0208 314 8140

Email: Lucie.Heyes@Lewisham.gov.uk

Appendix 1- Extract from the Children's Service Improvement Plan, highlighting the specific areas relating to safeguarding.

Appendix 1

What are we doing to improve our services?

The following information has been extracted from the Children's Service Improvement Plan, highlighting the specific areas relating to safeguarding.

Area	Objectives	Activities	Timescale
LEADERSHIP & GOVERNANCE	Quality Assurance Framework ensures a broad range of checks and balances are in the system, at key decision making points and to understand practice, learn from best practice and monitor case progression.	Monthly auditing programme re-established Quality Assurance Framework revised Quality Assurance Audit forms re-designed to support practice framework Listening &	Aug 2018 Dec 2018
	LCS & EHM case recording systems support good practice and underpin the practice framework	Comprehensive recording form re-design programme in place MASH go live – Jan 7 th .	Starts Jan 2019
	Performance information is available and routinely used by manager to manage services to ensure discipline in meeting practice standards e.g. visits	Performance clinics (monthly) introduced Senior Management performance scrutiny cycle introduced Performance Information strategy developed Performance data requirements across the service specified	July 2018 Nov 2018 Dec 2018 Dec 2018
GENERIC PRACTICE	Practice with families is respectful, purposeful, child focused and the family are fully engaged. Risk is managed proportionately.	Introduce Signs of Safety Practice framework – emphasising: <ul style="list-style-type: none"> • Working 'with' families • Strengthening analysis : distinguishing risk of harm from professional anxiety & parental engagement • Use of plain English • Reduction of processes to enable focus on child 	Starts Jan 2019
	Threshold decision making is consistent, proportionate and provides clear rationale.	Access to Resource & Care - threshold decision making panel for issuing proceedings and for children becoming looked after. Delegated decision making matrix to be introduced	Jan 2019 Feb 2019

	Interpreting services are easily available and provide a sufficiently skilled service.	Review of interpreting services	Q2 2019
	All staff are clear about expected standards of practice, which aim to provide service consistency to families.	Practice standards and guidance to be developed for all core areas of practice Training to be delivered on practice standards Tri-X procedures for practice to be updated	Start Feb 2019 Start Mar 2019
		Joint training & learning sessions to be established with key partners to build multi-agency collaborative practice.	Start Q1 2019/20
	There is sufficient specialist knowledge in CSC to work effectively with families where the Toxic Trio is a feature.	Proposal to be made for specialist social work posts for domestic violence and parental mental health Specialist training to be provided & practice guidance issued.	Q1 2019/10
MASH	MASH maximises use of partners for information sharing and makes consistent threshold decisions within 24 hours, directing families to the right services.	A comprehensive MASH business process re-design project is underway. <ul style="list-style-type: none"> • ICT system re-design • Staffing re-alignment • Operational procedures refreshed • Threshold continuum reviewed (LSC) • Referral form refreshed 	Jan 7 th go live Q4 2018/19
ASSESSMENT & S47	Assessments are timely, balanced, clearly identifying risk of harm and needs, directing families to the right services for support and intervening proportionately where needed to keep children safe.	See the activities already listed in 'generic practice' section Re-design of LCS recording for all Assessment & s47 CP activity	April 2019
CHILDREN IN NEED	CIN have SMART plans of support, which draw on the family network to create safety, is clear and purposeful with timescales for services and professional support. CIN are visited frequently and plans are regularly reviewed.	See the activities already listed in 'generic practice' section Thematic CIN review to be undertaken to identify plan for improvements CIN 3 monthly reviewing mechanism to be strengthened Early Help peer review to be undertaken (for step down cases)	Jan 2019 Q4 2018/19

PRIVATE FOSTERING	The LA is notified of children in PF arrangements, who are assessed promptly and their care is regularly monitored	PF worker is re-located in the fostering service Allocation of PF cases to be reviewed The criteria for and offer to PF arrangements to be clearly laid out in policies and advertised on the council website.	Q2 Q3 2019/20
YOUNG CARERS	Young carers are identified, assessed in a timely way & supported with appropriate services.	Thematic Young Carers review to be undertaken to identify plan for improvements	Jan 2019
CHILD PROTECTION	Children are only made subject to CP plans when efforts to engage the family in CIN work has not created sufficient change and/or children are at significant risk of harm.	See the activities already listed in 'generic practice' section New CPC facilities to be in place (through building refurbishment) Contextual Safeguarding Service to be developed Re-design of LCS recording for all Assessment & s47 CP activity	Mar 2019 Start Q1 2019/20 Apr 2019
LADO	Allegations about professionals are managed promptly, to a good standard and employers are provided with specialist guidance.	Audit of LADO service to be undertaken to identify plan for improvements	Jan 2018
PRE & COURT PROCEEDINGS	Proceedings are only considered as a final measure when all other alternatives have been explored. Families are clear about the process are the reasons why the LA is considering proceedings. Proceedings work is not subject to drift.	Access to Resource & Care - threshold decision making panel for issuing proceedings and for children becoming looked after. Legal Tracking Panel – provides proceedings monitoring, the terms of reference are refreshed and remit to be extended.	Jan 2018 Jan 2018