

Inspection of Safeguarding and Looked After Children

APPENDIX A

Safeguarding - within 3 months

Recommendation:

1. Ensure all new referrals are allocated when a decision has been made to undertake an initial assessment

Actions/tasks	Lead officer	By when	Status of action	How will progress be monitored?
Area Managers to monitor allocation of referrals and timeliness of initial assessments.	Area Social Care Managers	October 2009	Monitoring arrangements in place	Social Care Performance Management Boards
Social Care Performance Manager to provide performance information to Team Managers on a weekly basis to enable monitoring of assessment activity.	Richard Davies / Team Managers/ Service Managers	November 2009	Performance information being provided	Social Care Performance management Boards

Success criteria:

- All cases are risk assessed by a Team Manager and allocated promptly to an appropriately qualified member of staff
- Improvement in the timely completion of assessments and provision of services (NI 59 & 60)

How will success criteria be measured?

- No unallocated cases where a decision has been made to undertake an initial assessment
- Month on Month improvement in the completion of Initial assessments

Recommendation:				
2. Improve the timeliness and quality of assessments, case planning and the consistency of managerial oversight of cases				
Actions/tasks	Lead officer	By When	Status Completed / Underway	How will progress be monitored?
Performance and Quality assurance Board to monitor performance in initial and core assessments.	Tracy Collins/ Richard Davies, Performance Manager, Social Care / Area Managers	From September 2009	Completed.	Social care Performance and Quality assurance Board
Produce a weekly report of assessment activity for each of the teams to enable Team Managers to monitor assessment activity.	Richard Davies	By Nov 09	Completed	Social care Performance and Quality assurance Board
Revise the exemplars for initial and core assessments to support improved completion and quality of assessments	Elaine Petch	Nov 2009	Completed	Through Case file audits
Ensure that the new Child in Need procedures contain clear standards and expectations in relation to assessment, planning and management oversight.	Tracy Collins	Oct 09	Completed	Through case file audits, materials presented to CAM Adoption and Fostering Panels
Implement procedures within teams. CIN procedures to be reflected in team plans and personal development plans	Area Managers Social Care	Nov 2009	Completed	
Provide dedicated training for team manager and senior social workers around analysis and managing risk	Elaine Petch	By March 2010	In progress	Workforce Development Group

Refresh the Social Care Quality Assurance Framework, focussing initially on the Care and Assessment functions.	Tracy Collins/Elaine Petch	January 2010	In progress	Audits from QAF will be reported monthly to the Area Performance Boards
Review how chronologies can be further developed to support practice within ICS	Rachel Bolt/Elaine Petch	From end January 2010	In progress	ICS project Board
<p>Success criteria?</p> <ul style="list-style-type: none"> Increased numbers of initial and core assessments being undertaken and completed within timescale Assessments contain clear analysis, including consideration of the impact of diversity issues Plans are well defined, with specific objectives and timescales for their achievement There is clear evidence of managerial oversight on ICS case records <p>How will success criteria be measured?</p> <ul style="list-style-type: none"> PIs for the timeliness of initial and core assessments will improve month on month (NI 59 and NI 60). Compliance of practice standards (as set out in Child in Need Procedures) relating to assessments, and management oversight will be measured through auditing processes as set out in the revised Social Care Quality Assurance Framework. A peer inspection of contact, referral and assessment will be undertaken in April 2010. Area Performance Boards will monitor and drive completion of initial assessments and core assessments in areas. Minutes of the Area Performance Board Meetings will be considered at the monthly Performance and Quality Assurance Board. Service Users report satisfaction with quality of social work intervention 				

Recommendation: 3. Ensure that record keeping is improved and completed in a timely manner to ensure closure or transfer of case management responsibility to appropriate services.				
Actions/tasks	Lead officer	By when	Status Completed / Underway	How will progress be monitored?
New CIN procedures to clearly set out expectations and standards in relation to record keeping	Tracy Collins	November 2009	Completed	Social Care Directorate Team
Ensure that all practitioners understand the expectation/standards in relation to case recording (as set out the Child in Need Procedures).	Area Managers Social Care	End Nov following Launch	Completed	Via case file audits Audits and reports submitted to CAM and the Adoption/Fostering panels
Service Managers to conduct a monthly audit of case records and report findings to Area Performance Boards.	ASCM/ Service Managers	End January 2010	In progress	Area Performance Boards
Revise ICS and re-write key exemplars e.g. significant reduction in the number of Initial Assessment panels to be completed	Rachel Bolt/Elaine Petch	Started – this will be ongoing during 2010	In progress	ICS Project Board
Use ICS focus groups involving front line practitioners and managers to review key exemplars which will support the improved usage and recording on ICS at practitioner level.	Rachel Bolt/Elaine Petch	Started – this will be ongoing during 2010	In progress	ICS Project Board

Review the quality and accuracy of management information and data reports for the teams	Tracy Collins/Richard Davies/ Rachel Bolt / Sarah Bowman	End of January 2010	In progress	Area Social Care Performance Management Meetings Social Care Quality Assurance Board. ICS Project Board
Review case transfer processes across the three Area social care teams to ensure consistency in the approach to the work.	Tessa Bailey (ASCM lead)	By end January 2010	In progress	Social Care Management Team
Ensure that the transfer process between Area Teams and 16+ service is compliant with the Caerphilly Judgement	Claire Betteridge	By April 2010		
<p>Success criteria?</p> <ul style="list-style-type: none"> Records are up-to-date and demonstrate sound assessment and decision making, including decisions made in supervision. Cases closed contain clear reasons for closure by a Team Manager. Data quality is improved and there are accurate management information reports which are owned by teams. EDT are able to access accurate and up-to date information on ICS Information relating to culture, religion, disability and language is clearly recorded in case files and implications considered. There is increased confidence and ownership of ICS across the service There is a consistent approach to case transfer across the 3 Area Teams <p>How will success criteria be measured?</p> <ul style="list-style-type: none"> Reduction in data quality errors Robust information readily available for all Statutory Returns. Record keeping will be assessed through supervision and case record audits undertaken by Service managers (as set out in QAF), reported on at the Area Performance Boards. Service users report satisfaction within case closure process 				

Safeguarding – within 6 months

Recommendation:

4. Ensure that thresholds for early intervention and child in need services are better understood and consistently applied across the area.
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Actions/tasks	Lead officer	By when	Status of action	How will progress be monitored?
<p>Ensure that new Child in Need procedures clearly set out thresholds for Social Care intervention</p> <p>Launch Child in Need procedures within Children's Services</p> <p>Launch Child in Need procedures with partner agencies to assist clarification and understanding of Social Care thresholds. This will include linking to LSCB procedures.</p> <p>.</p>	Tracy Collins /Area Social Care Managers	<p>Nov 2009</p> <p>Nov 2009</p> <p>March 2010</p>	<p>Completed</p> <p>Completed</p>	Social Care Directorate Mgt Team
Produce a leaflet for partners and the public explaining how to access Children's Social Care	Tracy Collins	February 2010	In progress	Social Care Directorate Mgt Team

Project group to established to develop a triage team/integrated assessment team in Cambridgeshire	Tracy Collins /Elaine Petch/Lorraine Lofting	Group established by Dec 09 Work ongoing	In progress	Activities monitored by CAF Board Social Care Mgt Team
Service Managers to conduct a monthly audit of cases that have been classified as requiring 'no further action'.	Area Social Care Managers/ Service Managers	February 2009	In progress	Audits will be presented monthly at the Area Performance Boards.
Introduction of feedback questionnaire of quality of service provided	Nicola Clemo/Tracy Collins	March 2010	In progress	Social Care Mgt Team
<p>Success criteria:</p> <ul style="list-style-type: none"> • Clear and agreed thresholds for safeguarding services are in place, which are widely understood and implemented • Improvement in the quality of referrals into the Contact Centre • Feedback is given to the to referrer as to outcome of the referral. <p>How will success criteria be measured?</p> <ul style="list-style-type: none"> • Improvement in the appropriateness and quality of referrals into the Contact Centre • Increase in the percentage of referrals to Social Care that progress to initial assessment 				

Recommendation:

5. Ensure that performance management arrangements are consistently applied and embedded within safeguarding services and are clearly linked to outcomes

Actions/tasks	Lead officer	By when	Status Completed / Underway	How will progress be monitored?
<p>Social Care Performance and Quality Assurance Board to oversee the production and further development of performance and management information reports for Social Care</p> <p>All performance and management information to be scrutinised by the Board on a monthly basis.</p>	Tracy Collins/Elaine Petch	December 2010	Completed	Social Care Management Team
Review the functionality and accuracy of ICS reports- this will support identification of what additional reports are required to assist managers with performance mgt within their teams.	Elaine Petch/Tracy Collins /Richard Davies /Rachel Bolt	End January 2010	In progress	ICS Project Board
Develop Area Performance Boards to ensure there is local oversight of performance within each of the teams	Areas Managers Social Care	By January 2010	Completed	Social Care Performance and Quality Assurance Board
Develop accurate area monthly performance reports to assist area teams in performance management	Tracy Collins/Richard Davies	Ongoing	In progress	Social Care Performance and Quality Assurance Board
Refresh Social Quality Assurance Framework and audit processes.	Tracy Collins/Elaine Petch	Completed by Mid January 2010	In progress	Via Social Care Ops group
Develop Social Care Directorate Plan that clearly sets out priorities and targets and outcomes for improvement – these should be considered within team planning processes. Ensure that all staff are clear about improvement priorities and what their role is in delivering these.	Nicola Clemo and Area Managers Social Care	By March 2010	In progress	Social Care Management Team

Success criteria?

- Performance and quality assurance arrangements are embedded at all levels and consistently applied across the 3 Area Teams, and lead to improvements in service provision.
- Improved culture of performance management across and within the teams owned at every level (from practitioner, business support through to managers.)
- Priorities for improvement are clearly articulated in the Social Care Directorate Plan and are reflected in team plans and individual development plans.
- Data quality is improved
- Area Performance Boards can evidence what they have done to progress lessons from Serious Case Reviews

How will success criteria be measured?

- Improved performance against key performance indicators. Trends demonstrate sustained improvement.
- Review of progress against Social Care Directorate and Team plans on an annual basis.

Recommendation:				
6. Improve the contribution that children and young people and their parents/carers make to service development and evaluation.				
Actions/tasks	Lead officer	By when	Status Completed / Underway	How will progress be monitored?
<p>Develop mechanisms to routinely capture feedback from Children/YP, parents / carers and former service users and develop processes to ensure that this feedback is used in service review and planning. This will include:</p> <ul style="list-style-type: none"> • Reviewing current arrangements against the Children Participation strategy / Parenting Strategy, ensuring each Area Team has a lead for participation • Building on work identified as a good model of participation in Aiming High, e.g. establish practice principles for teams regarding service user engagement. 	Nicola Clemo /Tracy Collins.	By end March 2010	In progress	Social Care Mgt Team
Independent Reviewing Officer Service to develop a feedback system to use after each LAC Review to gather the views of children and families about the review process and identify what could support their understanding of care planning.	Maureen Cavanagh	March 2010	In progress	LAC Ops Group
Develop model that involves the participation of young people in the recruitment and selection process for key Social Care posts	Tracy Bend/Jane Moss	May 2010	In progress	Social Care Workforce Strategy group

Area Performance Board to consider, as part of review of monthly audit information from service manager, whether the child's voice is considered in assessment and planning (as captured on ICS).	Area Social Care Managers/ Service Managers	End January 2010	In progress	Area Performance Board and Performance and QA Board
<p>Success criteria?</p> <ul style="list-style-type: none"> • There is evidence on all case records that children /YP their carers and parents views have been sought and contributed to planning and assessment. • Processes are in place to ensure regular and systematic participation of service users and the results are used in the service review and planning processes. • Evidence of feedback provided to Children/YP, parents and carers as to how their contributions have been considered and utilised to improve service development <p>How will success criteria be measured?</p> <ul style="list-style-type: none"> • Increase meetings that children have participated in. • Proxy – there is sustained satisfaction from service users with the quality of service delivery • There is evidence that complaints are analysed and the findings are used to inform planning and practice by complaints manager • Area Performance Board has a monthly random audit by service managers report which highlights information regarding ICS recording and ascertain if child's voice was ICS Project Board • Increased use of Advocacy in Child Protection with NYAS automatic opt-in scheme • Employment opportunities for young people leaving care to inform service planning and development 				

Recommendation:				
7. The Local Safeguarding Children Board should develop performance management to ensure that services are in line with strategic objectives and plans and that these are monitored and evaluated.				
Actions/tasks	Lead officer	By when	Status Completed / Underway	How will progress be monitored?
Develop a Performance Management Framework for the LSCB, including integrated data set.	Peter Wilson/LSCB QEG	By March 2010	In progress	
Develop a mechanism for collating information contained within the integrated performance management framework and data set, including feedback from Section 11 returns.	Flick Scholfield /LSCB Executive Board	Final version by March 2010	In progress	Bi- monthly within QEG and at Business committee Area Safeguarding Committees
Develop mechanism for evaluating impact of SCR lessons on front line practice with each agency.	Peter Wilson	From January 2010 – by March 2010	In progress	Bi- monthly within QEG and at Business committee Area Safeguarding Committees
Develop a themed, integrated SCR action plan for implementation within social care	Peter Wilson	End January 2010	In progress	Area Performance Board and Performance and Quality Assurance Board.

Success criteria?

- Provision of integrated data /performance information which supports service development and delivery
- Performance management information drives LSCB priorities/practice improvement at a local level
- Lessons from Serious Case Reviews are effectively communicated and make a difference in practice
- LSCB performance information is used to identify areas for audit
- LSCB performance information informs the annual review process

How will success criteria be measured?

- Integrated data/performance information reported to the LSCB

Looked After Children – within 3 months
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8. Ensure that the initial case planning processes within contact, referral and assessment teams and transfer arrangements to area teams appropriately meet the needs of children and young people newly looked after
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Actions/tasks	Lead officer	By when	Status Completed / Underway	How will progress be monitored?
Independent Reviewing Officer service to work with case work teams to ensure consistent and earlier planning	Maureen Cavanagh	November 09	Completed	Social Care Operation Group
Fostering and Adoption to support a review of LAC knowledge and skills of intake practitioner and managers to ensure that they are suitably trained. Provision of identified training.	ASCM/SM / Elaine Petch	From January 2010	In progress	Social Care Operation Group
Revise and implement LAC procedures – to contain clear practice standards and expectations of Managers, practitioners and Reviewing Officers. The procedures will be ICS compatible, including new exemplars.	Tracy Collins/Sarah Gawne/Elaine Petch Jenny Mallett / Rachel Bolt	Started November 2009 - ongoing	In progress	LAC ops group/ Corporate parenting Panel.
Ensure that Legal Services inform IRO's of all children in proceedings and provide them with the court care plan and contact details of the child's guardian. IRO's to make contact with child's guardian by first review to ensure communication and prevent drift.	Suzy Edge /Maureen Cavanagh/Elaine Petch	From January 2010	In progress	Social Care Operation Group
That a robust dispute resolution system is in place to inform managers when concerns need to be escalated.	Maureen Cavanagh/ ASCM's/ Elaine Petch	End of January 2010	In progress	Social Care Operation Group
Team Managers to quality assure and sign all reports to Fostering and Adoption Panels in order to improve the quality of reports.	ASCM / Service Managers	From January 2010	In progress	Agency decision maker and Chairs of the Fostering and Adoption panels

Success criteria?

- Each child looked after has a care plan in place either before placement or within 10 working days of becoming looked after. This care plan is agreed between the family, child and, where appropriate, social worker and manager.
- Care plans contain clear analysis, identified risks with areas for improvement and opportunities for accessing local community activities to enjoy and achieve.
- All newly looked after children will have a permanency or continuing rehabilitation plan identified by 4 month LAC Review, based on a robust core assessment.
- Adherence to practice standards /timescales outlined in LAC procedures
- By the first LAC IRO report that all associated LAC activities are completed within the prescribed timescales.
- All new LAC will benefit from Family Group Meetings and provision of Family Support, as appropriate. FGM to identify potential kinship carers if plans to rehabilitate child at home is not feasible.
- Consistency across the three Area Teams regarding points of transfer.
- The child's understanding of why they are looked after is recorded from the start of placement with the beginning of a life story book.
- Feedback that the Child/YP has been visited and views gathered by IRO before each Looked After Review
- Evidence from NYAS/Independent visitor/ Regulation 33 Visits of effective engagement with the Child/YP.

How will success criteria be measured?

- Improved feedback on the quality of Care Planning from Chair of Adoption /Fostering panels, Agency Decision Makers and Independent Reviewing Officers
- Practice standards re plans will be measured through audit arrangements

Recommendation:				
9. Ensure that care leavers are living in accommodation that is safe.				
Actions/tasks	Lead officer	By when	Status Completed / Underway	How will progress be monitored?
Quality Audit of accommodation- developing a regular quality audit of semi-independent accommodation for young people	Pete Jackson Don Lynch Paula Edwards	Starting January 2010	In progress	LAC Operations Group
Develop a process to gather Care Leavers views about their accommodation, in particular, whether they feel safe.- using specific questions within the pathway plan.	Elaine Petch/Peter Jackson	Starting January 2010	In progress	LAC Operations Group
Conduct Service User Consultation exercise	Caz Dunne/Claire Betteridge	Completed by end of March 2010	In progress	Within Just Us group
Develop strategic partnership group to plan for the impact of the Southwark judgement, including identifying appropriate accommodation providers	Nicola Clemo	Ongoing	In progress	Social Care Mgt Team
Develop alternative models of semi independent accommodation which offer more accessible support	Claire Betteridge/ Alicia Barton	Commencing February 2010		LAC Operations Group

Evaluate the option to jointly commission with supporting People – introduce a QAF for all accommodation and strengthening support to YP through availability of Floating support services for YP living Independently	Peter Jackson	Starting January 2010	In progress	LAC Operations Group
Promote continuation of Section 20 legal status for young people up to 18yrs, including those moving into semi independent and independent accommodation support.	Peter Jackson / Elaine Petch	Starting January 2010	In progress	Social Care Mgt Team
Success criteria <ul style="list-style-type: none"> • Maintain the policy that no accommodated young person will be placed in Bed and breakfast accommodation. • Performance against the indicator relating to Care Leavers in suitable accommodation is sustained at 98% (NI 147) • Care Leavers confirm that they feel safe in their accommodation through their feedback 				

Looked After Children – within 6 months
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Recommendation:

10. Ensure that the service is able to respond to the cultural needs of an increasingly diverse looked after children population.
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Actions/tasks	Lead officer	By when	Status Completed / Underway	How will progress be monitored?
Revise ICS exemplar for LAC, ensuring it promotes identification of ethnic and cultural needs	Elaine Petch /Maureen Cavanaugh	February 2010	In progress	Through QAF – reviewing quality of the information
Cultural needs referenced in New Care Planning Standards which are contained in revised LAC procedures	Elaine Petch/ Sarah Gawne	End of March 2010	In progress	Evidenced in care planning training standards in LAC procedures
Independent Reviewing Officers to offer additional practice challenge on cultural needs	Maureen Cavanaugh /Elaine Petch	From January 2010	In progress	IRO monitoring evident on individual case ICS records
Ensure that the review of pathway plans includes a focus on cultural issues	Claire Betteridge /Elaine Petch	By March 2010	In progress	Social Care Ops Group
Ensure that all residential improvement plans evidence how they will promote diversity issues and meet diversity needs.	Peter Jackson / all Residential Managers	From January 2010	Ongoing	Within Ofsted inspections process / Reg. 33 Visits / Contract Team visits and at Residential Managers meetings
Ensure that an appropriate balance has been identified for young people between their cultural and other needs when identifying placements.	Anne Richardson / Area Team Practitioners/Managers	From Jan 2010	Ongoing	Children's placement Team

Success criteria?

- All assessment, plans and case recording accurately references and takes account of the individual's cultural, ethnic and diverse needs.
- Children and young people's cultural needs are clearly identified, understood and considered when identifying appropriate placements.
- Children and young people's cultural needs are promoted and met within their placements.
- All LAC reviews record how well current services being provided, including whether diversity needs are met

How will success criteria be measured?

- Feedback will be sought from Looked After Children regarding whether they feel their diversity needs are respected and met
- Case notes contain clear evidence that cultural needs are considered in assessment and planning – this will be monitored through audit and supervision

Recommendation:				
11. Ensure that the 16+ service is able to respond to increasing demand for its services appropriately and consistently				
Actions/tasks	Lead officer	By when	Status Completed / Underway	How will progress be monitored?
Increase capacity of 16+ service through recruiting an additional service Manager, Team Manager and social workers	Peter Jackson/Elaine Petch		In progress	Social Care Mgt Team
Implement the Staying Put scheme	Peter Jackson/Elaine Petch	Implementation will be ongoing in 2010	Ongoing	Social Care Mgt Team
Ensure compliance with (Draft) Guidance and Regulation for Relevant and Former Relevant Care Leavers	Peter Jackson	February 2010 Consultation Event January 2010	In progress	Social Care Mgt Team
Set practice standards for pathway plan, launch and implement	Elaine Petch	March 2010	In progress	Social Care Ops Group
Undertake review and re structure of 16+ Team to ensure compliance with Leaving Care Act /Caerphilly Judgement.	Peter Jackson/ Elaine Petch	February 2010	In progress	Social Care Management Team
Establish workload monitoring system as part of review	Peter Jackson	February 2010	In progress	
Appoint to specialist child with a disability care leaver senior personal advisor	Peter Jackson	Nov 09	Completed	Social Care Management Team

Success criteria?

- 16+ Service is able to respond to its expanding remit
- All eligible young people have an appropriately qualified worker, up-to-date pathway plan and appropriate service provision

Measured

- Good performance in Key performance Indicators (NI 59 ;60 etc)
- Young people's feedback – satisfaction with service
- Audit of pathway plans (QAF)

Recommendation:				
12. Improve the range of opportunities for looked after children and care leavers to access education, employment and training				
Actions/tasks	Lead officer	By when	Status Completed / Underway	How will progress be monitored?
Review protocol between Locality Teams and 16+ regarding support for care leavers and ensure effective implementation	Jeannette Perkins	March 2010	To be started	Social Care and Enhanced and Preventative Services Mgt Teams
Progress DCSF/NCAS employability work <ul style="list-style-type: none"> • Establish Care2Work/Employability Working Group • Complete Care2Work/Employability Mapping Tool • Develop/maintain contact with National Advisory Group • Engage third sector and map volunteering opportunities 	Peter Jackson/Dave Hill	January 2010 April 2010 April 2010 Implementation period 2009 – 2011	In progress	Social Care Management Team

<p>Establish specific “work ready” preparation and support opportunities for looked after children and care leavers</p> <p>Establish (subject to NCAS advice) “ring fenced” Apprenticeships opportunities for looked after children and care leavers</p>	<p>Peter Jackson</p> <p>Dave Hill Caz Dunne</p>	<p>March 2010</p> <p>September 2010</p>	In progress	Social Care Management Team
<p>Revision of Higher Education Support scheme</p> <ul style="list-style-type: none"> • Establish Higher Education Working Group • Establish CYPs Bursary • Develop information leaflet for prospective HE students 	<p>Dave Hill</p> <p>Dave Hill/Caz Dunne</p>	<p>March 2010</p> <p>February 2010</p> <p>January 2010</p> <p>January 2010</p>	In progress	Social Care Management Team
<p>Participate in DCSF Staying Put Pilot Evaluation (Loughborough University)</p>	Dave Hill	February 2010	In progress	DCSF/Loughborough University
<p>Success criteria? Maintain and improve performance against % of care leavers in EET – NI148 (which is above national /Statistical neighbours despite economic recession).</p> <p>How will success criteria be measured?</p> <ul style="list-style-type: none"> • PI – care Leavers in EET • Care Leavers progressing to Higher Education 				