

## Safeguarding and Looked After Children Inspection Action Plan

### SUMMARY

Recommendations from the inspection can broadly be categorised as follows:

Stand alone	Strategic Significance	
<p>ensure arrangements for proceeding from child protection enquiries to initial conference are compliant with statutory guidance. This includes the revision of current policy and communicating changes effectively to partner agencies</p> <p>Southwark NHS Primary Care Trust, Guy's and St Thomas' Foundation Hospital and Kings College Hospital NHS Foundation Trust to ensure robust arrangements are in place to identify and communicate concerns about children who are at risk or in need of protection and are effective.</p> <p>The SSCB should:</p> <ul style="list-style-type: none"> <li>- establish a reporting framework to ensure regular reports on multi-agency risk assessment conferences (MARAC), multi-agency public protection arrangements (MAPPA), domestic abuse, electively home educated children and the safeguarding of looked after children are robustly considered by the board;</li> <li>- include effective representations from minority ethnic and faith groups;</li> </ul> <p>ensure sufficient services are in place that support men in developing their parenting skills and to ensure that their violent behaviour within domestic abuse situations</p>	<p><b>Social work reform/early help</b></p>	<p>ensure that social care fully implement their duties in seeking orders to protect children, limiting the exercise of powers of police protection to exceptional circumstances, where there is an imminent threat to the child's welfare</p> <p>ensure thresholds for early help and targeted child in need services are clear, agreed and effectively communicated across partner agencies in the area</p> <p>ensure the social care arrangements for receiving and handling contacts and referrals avoid repetition by, or unnecessary duplication of, efforts with referrers</p> <p>Southwark NHS Primary Care Trust and South London NHS Trust to ensure sufficient capacity to deliver in full the healthy child programme, including take up of the child immunisation programme, is maximised, and the commissioned core offer in school nursing is delivered in full.</p> <p>ensure an effective dialogue with the family courts aimed at establishing a mutual clear understanding of thresholds, quality of plans and proposals, and timescales for completion within a timeframe suitable for each child</p> <p>develop a systemic evaluation of services for children and young people and their families on the edge of care to assess their effectiveness and ensure a robust monitoring of these children leading to timely decision making should they need to become looked after</p>
	<p><b>LAC Service Improvement</b></p>	<p>ensure that transition to independence is effectively planned, commencing at an appropriate stage for young people, leading to the development of and support for independence skills</p>

Stand alone	Strategic Significance	
<p>are more effectively addressed. ensure capacity of the independent visiting service is sufficient to meet need.</p>		<p>Southwark NHS Primary Care Trust and the local authority to ensure that young people's health needs are fully addressed in preparation for leaving care, including the consistent provision of summary health plans</p>
	<p><b>Effective quality assurance</b></p>	<p>ensure that clearly recorded care plans are in place for looked after children and care leavers containing clear, specific outcomes sought as well as realistic contingency plans.</p> <p>ensure that assessments are comprehensive and up to date and that they take account of the full circumstances of the child in need plans and interventions.</p> <p>ensure that those children previously subject to a child protection plan or who have been on a plan for between one and two years are reviewed to ensure that drift or delays in improving their protection are addressed</p> <p>improve the quality of child protection plans to ensure that all agencies focus on the outcomes for the child and timescales are explicit</p> <p>ensure that themes identified within case audits are collated, leading to clear action plans and that consequent outcomes are systematically and consistently evaluated to achieve a full understanding of their service impact.</p> <p>The SSCB should: - establish effective mechanisms to consider the qualitative information held by child protection conference chairs.</p>

Area for Development	Proposed Action	Intended outcome (draft – based on BP KITs & inspection report)	Performance measures/targets (draft to be developed in line with actions/outcomes)	By whom Strategic/ operational leads and when	Progress
<b>Safeguarding</b>					
<p><b>Immediately:</b> ensure arrangements for proceeding from child protection enquiries to initial conference are compliant with statutory guidance. This includes the revision of current policy and communicating changes effectively to partner agencies</p>	<p>Implement revised management process for S47 in line with statutory timescales</p>	<p>S47 to be used appropriately in work with children and families and is of high quality</p> <p>children and families under s47 investigation experience timely action</p>	<p>% of S47 leading to ICPC &amp; distribution times</p> <p>% of ICPC held within 15 days of the start of the S47 &amp; distribution times</p> <p>% of S47 with recorded strategy meeting</p> <p>% of children with multiple strategy meetings</p>	<p>Business Manager Assessment, Safeguarding and family support</p>	<p>Complete Implemented 10.9.12</p>
	<p>Weekly tracking of S47 performance by team and overall by Deputy Director</p>			<p>Business Improvement manager/ Director of Specialist Children's Services</p>	<p>Complete</p>
	<p>Monthly report to Deputy Director by Head of QAU to be devised to report on quality issues including S47.</p>	<p>thresholds for s47 and ICPC are mutually supportive, understood and applied consistently</p>		<p>Business manager for Social work improvement and Quality assurance</p>	<p>3 reports received so far</p> <p>Management action / tracking process for follow through on issues being devised</p>

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<p>Southwark NHS Primary Care Trust, Guy's and St Thomas' Foundation Hospital and Kings College Hospital NHS Foundation Trust to ensure robust arrangements are in place to identify and communicate concerns about children who are at risk or in need of protection and are effective.</p>	<p>Explore potential of live notification system between health and social care</p> <p>Audit of walk in centres and GPS using NHS London Audit tool to ensure all practices to identify gaps and actions to ensure all settings have robust arrangements</p>	<p>All health providers can access accurate and up to date information, and are aware of how to communicate concerns regarding at children at risk with social care</p>	<p>% of referrals from health partners</p> <p>% of re-referrals from health partners</p> <p>% of referrals from health partners resulting in IA/CA/S47/CP</p> <p>% of CAFs by health partners</p>	<p>Director of Client group commissioning</p>	<p>Complete</p> <p>Outcome of work to be reported back to SSCB</p>

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<p><b>Within three months:</b> ensure that those children previously subject to a child protection plan or who have been on a plan for between one and two years are reviewed to ensure that drift or delays in improving their protection are addressed</p>	<p>Case by case review of assertive action for those on CPP for second time or more; and those for two plus years</p> <p>Implement management process within QAU to safeguard and improve practice</p>	<p>Children do not unnecessarily suffer due to slow or ineffective action by social care and its partners</p> <p>Practitioners, managers and CP chairs are better able to assess and address viability of families including where practice decisions are over optimistic</p>	<p>% of children subject to CPP and their profile</p> <p>number of children subject to CPP for 12, 18, 24 and 24+ months</p> <p>% of children subject to CPP 2, 3, and 4+ times</p>	<p>Business manager for Social work improvement and Quality assurance</p>	<p>2 years plus review complete. Re registration review complete.</p> <p>1-2 years review in process.</p>
<p>Ensure that social care fully implement their duties in seeking orders to protect children, limiting the exercise of powers of police protection to exceptional circumstances, where there is an imminent threat to the child's welfare</p>	<ul style="list-style-type: none"> <li>- review protocol and establish monitoring system for monthly reporting into Deputy Director</li> <li>- set up revised working practice with police</li> </ul>	<p>PPO and EPO are not used unnecessarily</p> <p>Where children are in need of protection the most appropriate and timely action is used by social care staff</p>	<p>% of children subject to PPO</p> <p>Destination of children where PPO /EPO is used (s20, ICO, return home etc)</p>	<p>Business manager assessment safeguarding and family support</p>	<p>Protocol has been reviewed and communicated to the workforce</p> <p>Consultant to review and assess local use of process</p>
<p>improve the quality</p>	<p>QAU to review all active</p>	<p>There is improved</p>	<p>% of children on CPP in</p>	<p>Business</p>	<p>Signs of safety</p>

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<p>of child protection plans to ensure that all agencies focus on the outcomes for the child and timescales are explicit</p>	<p>CP plans to identify those that require improvement and provide to Deputy Director</p> <p>Joint work between CP chairs and FST prior to next conference to improve plan</p> <p>CPC chairs to undergo signs of safety training for use in conference and to build into future CP planning approach</p> <p>Link developments/learning into social work reform board development</p>	<p>consistency in performance of child protection planning</p> <p>Plans for children are implemented in a timely fashion, consistent in quality, there are specific outcomes, and progress expected by families is clear and monitored</p> <p>Analysis and assessment underpinning plans is of high quality and relates to the plans, its actions and outcomes, especially in regard to parenting capacity</p> <p>There is evidence of appropriate and full engagement in planning, action and monitoring of children and families with CPP</p>	<p>care proceedings</p> <p>Review &amp; rectify all plans</p> <p>Baseline quality indicator of CPP (review 6 months)</p> <p>Multi-agency attendance at CPC</p> <p>Outcomes of children on CPP – are they achieving what is set out</p>	<p>manager for Social work improvement and Quality assurance</p>	<p>implemented in CP conferences</p> <p>Initial evaluation of impact on CP planning to take place in December 2102.</p>

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<p>The SSCB should:</p> <ul style="list-style-type: none"> <li>- establish a reporting framework to ensure regular reports on multi-agency risk assessment conferences (MARAC), multi-agency public protection arrangements (MAPPA), domestic abuse, electively home educated children and the safeguarding of looked after children are robustly considered by the board;</li> </ul>	<p>Agenda items to be scheduled for September 2012 (AF)</p> <p>A strategic framework for the board's work to be developed and implemented</p>	<p>The SSCB operates a strategically in terms of the reports it receives, the evidence it reviews, the audits it undertakes and its subsequent decisions regarding service delivery, planning and commissioning activity</p> <p>There are robust and well established arrangements between the SSCB and SSP and its reporting framework around MARAC and MAPPA</p> <p>The SSCB appropriately scrutinises activity and outcomes for vulnerable groups across Southwark</p>	<p>% of CAF by agency</p> <p>% of referral resulting in NFA, IA, CA, S47 by agency</p> <p>% of children educated at home</p>	<p>Head of Strategy, planning and performance</p>	<p>MARAC reporting established</p> <p>MAPPA reporting is in progress</p> <p>IRO annual report to SSCB May 2102</p> <p>CP chairs annual report to SSCB in November 2012</p> <p>Home educated children – reporting in progress</p>
<ul style="list-style-type: none"> <li>- include effective representations from minority ethnic and faith groups; and</li> </ul>	<p>Memberships, structure and sub groups of board to be reviewed and implemented</p>	<p>The SSCB better reflects the diversity and issues of the borough and has an operating model which supports its work and improved outcomes</p>		<p>Head of Strategy, planning and performance</p>	<p>Progressing to be discussed at next SSCB executive</p>
<ul style="list-style-type: none"> <li>- establish</li> </ul>	<p>Develop local framework</p>	<p>The knowledge and</p>	<p>Report of key issues and</p>	<p>Head of</p>	<p>Progressing</p>

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effective mechanisms to consider the qualitative information held by child protection conference chairs.	qualitative framework for CS and SSCB jointly between Strategy and Performance and QAU	information held by CP chairs is fully utilised and contributes to understand of practice improvement issues across the local authority and partners	baseline indicators	Strategy, planning and performance / Business manager for Social work improvement and Quality assurance	Incorporated into PMF – inspection outcomes areas will be priority for local development
-ensure thresholds for early help and targeted child in need services are clear, agreed and effectively communicated across partner agencies in the area	<p>Thresholds between the interface of early help and Children in Need to be reviewed for clarity through targeted dialogue with key agencies including ICSS, housing, police and education partners. Embedded in quality and monitoring frameworks</p> <p>Children’s Services threshold document to be amended accordingly and communicated to all staff and mainstreamed (manuals, policy and procedures, training etc)</p>	<p>Thresholds, especially those between children in need and early help are clear and well understood by partners and consistently applied by services</p> <p>Changes in thresholds are shared and communicated regularly</p>	<p>Number of contacts</p> <p>% of children with multiple contacts – 2, 3, 4+ before referral</p>	Head of service early help/ Business manager assessment safeguarding and family support	Early Help strategic group is established. Tasked with reviewing this area
Ensure the social care arrangements for receiving and handling contacts	External review of current structure for effectiveness and interim improvements to be undertaken	Children, families and referrers experience efficient and effective journey through referral and assessment that	<p>% of re-referrals</p> <p>% of referrers acknowledge of outcome of referral within</p>	Business manager for assessment, safeguarding	Consultant has been commissioned to review Referral



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and referrals avoid repetition by, or unnecessary duplication of, efforts with referrers	Findings to feed into development of future operating model/ social work reform	limits repetition, reduces duplication and the stages of activity, and supports improved recording  A duty system which consolidates and provides an more permanent structures with agencies and builds on good links established so far	the timescale to be determined  Distribution time of referrals, IA, CA	and supporting families	and assessment processes.
Southwark NHS Primary Care Trust and South London NHS Trust to ensure sufficient capacity to deliver in full the healthy child programme, including take up of the child immunisation programme, is maximised, and the commissioned core offer in school nursing is delivered in full.	To form key development priority of Children’s Trust and Health and Wellbeing Board	A child health offer that sufficiently resources, improves outcomes and supports timely activity in areas of persistent and intense deprivation	% of immunizations, broken down by locality and/or ethnic group to support targeted activity  % of schools with core offer in school nursing and progress tracking for remainder  % of children receiving key ante and post natal checks  % of children seen within 10-14 days of birth by health visitor	Director of Client group commissioning	Proposed discussion at September’s children trust
<b>Within six months:</b>	Review commissioned services for fathers and	Specific local arrangements in	% of fathers attending parenting support	Head of Children’s	Domestic Violence

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ensure sufficient services are in place that support men in developing their parenting skills and to ensure that their violent behaviour within domestic abuse situations are more effectively addressed.	identify opportunities within existing arrangements and the longer term in regard to <ul style="list-style-type: none"> <li>- teenage fathers</li> <li>- parenting skills</li> <li>- domestic abuse</li> </ul>	place that support fathers, particularly young fathers, parenting skills and therapeutic services that address violent behaviour within the home	% of fathers achieving successful outcomes through perpetrator programmes (as per commissioned provision)	Commissioning	Intervention Project commissioned to work with perpetrators  Monthly outcomes monitoring
<b>Looked After Children</b>					

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<p><b>Immediately:</b> ensure that clearly recorded care plans are in place for looked after children and care leavers containing clear, specific outcomes sought as well as realistic contingency plans.</p>	<p>QAU to review all active care plans to identify those that require improvement and provide list to Deputy Director</p> <p>Joint work between IRO and LAC services to improve care plans prior to next LAC review</p> <p>Create interim solution within Carefirst to enable careplans to be visible and completed</p> <p>Ensure newly commissioned ICT service is fit for purpose in providing Child Protection and Care Plans</p>	<p>Care plans are firm well articulated and contain clear and evidenced contingency arrangements, especially for adolescents. Action is taken where plans are not met or outcomes achieved</p> <p>All children in care experience high quality service and their history is used to build an effective relationship</p>	<p>Baseline quality indicator of care plans (review 6 months)</p>	<p>Business manager Looked After Children/ Business manager for Social work improvement and Quality assurance</p>	<p>New care plan format drafted and approved. Awaiting integration into care assess form</p>
<p><b>Within three months:</b> ensure that assessments are comprehensive and up to date and that they take account of the full circumstances of</p>	<p>As above</p> <p>Findings to feed into development of future operating model for LAC and effective quality assurance</p>	<p>All children have an up to date comprehensive assessment that clearly relates to their care plan; chosen interventions; intended short and longer term outcomes; there is effective tracking of that plan by both social work staff and IROs</p>	<p>Review all current assessments</p> <p>Baseline quality indicator of assessments (review 6 months)</p>	<p>Business manager Looked After Children/ Business manager for Social work improvement and Quality assurance</p>	<p>As above</p> <p>Progressing</p>

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the child in need plans and interventions.		An IRO function that effectively contributes and evidences improved outcomes for children looked after			
Ensure that transition to independence is effectively planned, commencing at an appropriate stage for young people, leading to the development of and support for independence skills	<p>Review current transition support and skills development support for young people moving to independence or semi independent to identify both short term improvements and longer term plans for service reconfiguration including use of foster carers</p> <p>Review transition planning process including when it should commence</p> <p>Use forthcoming CLA reviews of all young people to quality assure and seek views of young person regarding the suitability of their accommodation</p> <p>Review and rectify all pathway plans for quality</p>	<p>High quality and consistent transition support for young people leaving care</p> <p>High quality, timely and consistent support for young people to develop skills that support them into successful independence or semi independence</p> <p>Good quality pathway plans that support improved outcomes for young people</p>	<p>% of children looked after aged 13+ with up to date transition plan</p> <p>Review &amp; rectify transition plans; and baseline quality audit with measures identified such as % with up to date transition plan and success measures (review 6 months)</p> <p>% of CLA with 3 plus placements in last 12 months</p>	Business manager Looked after children	Review underway. Action to date includes: Semi independent and IFA provisions now out for tender with input from young people. Independence skills training planned for foster carers. All transition plans now monitored by panel in AAC. Revised Life Skills and group work Programmes will be implemented by end 2012.

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	and drift in implementation!				
Develop a systemic evaluation of services for children and young people and their families on the edge of care to assess their effectiveness and ensure a robust monitoring of these children leading to timely decision making should they need to become looked after	<p>Jointly with strategic partner to support development of local practice options, challenge and evaluation of impact of</p> <ul style="list-style-type: none"> <li>- edge of care services</li> <li>- early intervention and support for those at risk of care</li> <li>- supporting commissioning choices for appropriate services</li> <li>- links to troubled families</li> </ul>	<p>Reductions in the numbers of children entering care and ceasing to be looked after for short periods through appropriate, assertive interventions and provision that are provided in a timely fashion and result in the child being able to remain at home where appropriate</p>	<p>% of LAC accommodated under S20</p> <p>% of LAC placed with parents</p> <p>% of LAC missing for more than 24 hours</p> <p>% of LAC with multiple looked after episodes over the (to be determined) years</p> <p>% of LAC ceased within 1 month, 1 year and 2 years + % where they went (destination)</p> <p>Adoption and permanency tracking measures including timeliness</p>	<p>Head of Strategy, planning and performance/ Head of Service family focus team</p>	<p>Resource being identified with Research in Practice and C4EO to support development of local and troubled families Performance Management Framework</p>
Ensure an effective dialogue with the family courts aimed at establishing a mutual clear understanding of thresholds, quality of plans and	<p>Review internal processes impact on court applications with legal</p> <p>Meet with senior judges to discuss issues and devise future way forward</p>	<p>Reduce difference in outcomes between courts and children’s services where the LA proposed care order applications</p> <p>A robust, assertive relationship with courts that</p>	<p>% of care proceedings applied &amp; % of care proceedings successful</p> <p>% of adoption orders resulting in special guardianship orders, or supervision orders</p>	<p>Director of Specialist Children’s Services</p>	<p>Meeting with judges and other local authorities scheduled for end of month</p> <p>identified workforce issue re court report</p>

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proposals, and timescales for completion within a timeframe suitable for each child		fully utilises the range of challenge mechanisms available to the local authority	% of court applications completed to timescale		writing; internal review suggests current structure is problem
Ensure capacity of the independent visiting service is sufficient to meet need.	<p>review existing arrangements and consider whether they can be extended to increase capacity and redress shortage of provision</p> <p>Ensure IRO report annually on access to and provision of IV services including provision deficits and strengths</p>	All children that want access to IDV service can, and experience a sustained and helpful relationship with their independent visitor	<p>% of children that request IDV service that receive it</p> <p>Number and length of time of CLA on IDV waiting list</p>	Head of Childrens commissioning/ Business manager for Social work improvement and Quality assurance	Contract has now been awarded to a new provider. Capacity issues being addressed within commissioning IRO annual report in progress
<p><b>Within six months:</b></p> <p>Southwark NHS Primary Care Trust and the local authority to ensure that young people's health needs are fully addressed in preparation for leaving care, including the</p>	<p>Review commissioned arrangements for LAC physical health to secure</p> <ul style="list-style-type: none"> <li>- increased capacity of designated doctor function</li> <li>- redress inconsistency in practice between medical professional especially in LAC health reviews</li> </ul>	LAC health provision that demonstrates improved health needs of children looked after across all ages, is high quality and provides a consistent level of care	% of LAC with up to date health plan including breakdown for 0-12 and 13+ services	Director of Client group commissioning	Health steering group set up including all agencies and young people. Consideration has been given to providing a second LAC nurse

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consistent provision of summary health plans	<ul style="list-style-type: none"> <li>- better engagement and outreach with older children including in transition and preparation for adulthood</li> </ul>				
Ensure that themes identified within case audits are collated, leading to clear action plans and that consequent outcomes are systematically and consistently evaluated to achieve a full understanding of their service impact.	<p>Implement integrated performance management and quality framework for both CS and SSCB, to include</p> <ul style="list-style-type: none"> <li>- learning from management reviews and SCRs</li> <li>- outcome focused measures and themes, and look beyond the process</li> <li>- are sufficiently critical</li> </ul>	Audit work that is strategic, enables local learning and can demonstrate impacts on targeted practice issues and outcomes	<p>Baseline audits and quality measures established pertaining to audits, serious case reviews and management review</p> <p>Impact measures of population worked with at cusp of care; % accommodated post intervention; % re referred within X months etc in line with evaluation framework</p>	Business manager social work improvement and quality assurance/ Head of Strategy, planning and performance	<p>Draft Performance management and quality assurance framework has been presented to the SSCB.</p> <p>Task and finish group is set up led by chair of the SSCB.</p> <p>Report to the Southwark Safeguarding Children Board on recommendations by January 2013</p>