

Southwark Post Ofsted Single Inspection Framework Action Plan October 2017

APPENDIX 1

Recommendation	Action	Progress	Timetable End date	RAG	Key points to note
1. Ensure that prompt decisions are made to safeguard children affected by long-term, cumulative neglect, so that they are not left in adverse home circumstances for long periods.	Introduce enhanced management oversight approach to key at risk cohorts including <ul style="list-style-type: none"> - Formal review points of open CIN at 12 months by Practice Group leads - Extend remit of challenge and support and permanence panels to look at longer term duration and repeat episode CIN, CPP and LAC cases - Develop improved performance management and tracking data for CIN - Develop audit programme that sits within the Quality and Performance Framework to ensure practice is regularly reviewed including quality of supervision, planning and impact of intervention 	April Bald Elaine Allegretti	April 2018		<ul style="list-style-type: none"> - New CIN workflow on MOSAIC and performance management and quality framework under development - Terms of reference for extended panels being developed - Terms of reference drafted for reconfigured multi agency panel for high need LAC - Review of other panels being undertaken as part of the development of a Care Pathway
2. Work with partner agencies to ensure that referrals contain sufficient information and that parental consent has been obtained if necessary, so that management decisions on the required action are timely and families receive help quickly	Undertake a multi agency audit of quality of referrals to identify range of issues and learning for key agencies. This will underpin dialogue and bespoke programmes of work with key agencies including, training and development.	April Bald Jenny Brennan	September 2018		<ul style="list-style-type: none"> - Audit yet to be scheduled, this audit will be under the SSCB Audit and Learning sub-group programme. Post March 2018 programme due to be set later in the year.
	Embed new MASH and Early Help referral forms.	April Bald Jenny Brennan	September 2018		<ul style="list-style-type: none"> - Forms now in operation and review points scheduled. Feedback will come to SSCB
3. Ensure that strategy discussions and strategy meetings involve all relevant agencies so that multi-agency	Joint audit with SSCB to of strategy meetings to inform learning and development areas	April Bald Caroline Thwaites	December 2017		<ul style="list-style-type: none"> - Audit scheduled for February 2018
	Review strategy meeting and MASH protocols and	April Bald	April 2018		<ul style="list-style-type: none"> - New MASH manager

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information informs assessment of risks	operating processes to better utilise MASH partners and designated leads in strategy meetings	Caroline Thwaites			appointed and work in progress to local protocol. Outcome to be reported back to SSCB.
	Explore use of technology in supporting agencies to engage remotely in strategy meetings such as conference calls	April Bald Mark Compton-James	April 2018		- As above. This is be factored into the accommodation strategy and stakeholder work for proposed Queens Road service building
4. Ensure that return home interviews with children missing from home and care are completed consistently and effectively so that the intelligence gained reduces the recurrence of further missing episodes	Continue to deliver work programme of the multi agency Missing and Absent working group including <ul style="list-style-type: none"> - Reviewing multi agency procedures and policies - Reconfiguring return home interview services impact and effectiveness - Quarterly analysis of intelligence arising from return home interviews to inform service development activities and partnership working improvements 	April Bald Andrew Fowler	April 2018		<ul style="list-style-type: none"> - Head of Quality Assurance and Social Work Improvement now departmental lead for CSE and Missing to provide single oversight and practice challenge across the department, including bespoke support to LAC and Safeguarding Services - New arrangements in place with appropriate adult volunteers to undertake return home interviews for those pre threshold Contract with external provider ended in September and included TUPE of a staff member to Care Service. A small working group are reviewing impact of changes to delivery in-house. Especially for those RHIs required more than 20 miles

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					plus. This includes strengthened contract monitoring of providers where they are responsible for RHIs under ART
5. Strengthen management oversight of social workers in the children looked after and care leavers' services	<p>Introduce enhanced management oversight approach to key at risk cohorts including</p> <ul style="list-style-type: none"> - Development of multi-agency Challenge and Support Panel to assist planning and support for high risk cases and complex cases of concern - Improved performance management and tracking data for escalating at risk LAC and care leaver cases such as those at risk of placement breakdown, and with multiple risk factors such as missing, change of school etc - Develop and implement audit programme that sits within Quality and Performance Framework to ensure practice is regularly reviewed including quality of supervision, planning and impact of intervention 	<p>Alasdair Smith</p> <p>Andrew Fowler</p>	April 2018		<ul style="list-style-type: none"> - Terms of reference drafted for reconfigured multi agency panel for high need LAC - Joint work between Quality and Performance and Improvement and LAC service to develop improved tracking data for high risk LAC, including a visit to other local authority that is using this approach. This work will inform audit programme - Care service audit programme agreed and due to start shortly
6. Ensure that the sufficiency strategy, supported by effective commissioning, provides a better supply of high-quality placements for children looked after, particularly for adolescents who display challenging behaviours	<p>Undertake multi agency practice review of children and young people who have experienced multiple placement breakdowns to provide evidence base for improvement plan and sufficiency planning activities and revised strategy</p> <p>alongside;</p> <p>A deep dive of children in residential care to inform</p>	<p>Elaine Allegretti</p> <p>Andrew Fowler</p> <p>Gillian Banford</p> <p>Helen Woolgar</p>	April 2018		<ul style="list-style-type: none"> - Draft sufficiency strategy and action plan in final draft. Strategy had input from a range of multi agency stakeholders - Audit of children at risk of placement breakdown to inform future model of

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	sufficiency strategy and service development work including <ul style="list-style-type: none"> - South London Commissioning Programme Innovation Programme - Improvements to local fostering provision and plan - Impact and effectiveness of current intervention model 				practice due to take place in November/December <ul style="list-style-type: none"> - Consultant appointed to review current approach to residential care and support reductions in line with statistical neighbours - Access to Resources Team went live w/c 9 October 2017.
7. Ensure that children's care plans are effectively and regularly reviewed to confirm whether their needs are being met through their placements, and establish alternative plans where necessary	Undertake joint audit between IRO and Care Services against LAC Review standards to identify key strengths and areas for development to inform shared improvement plan, tracking and review of compliance with local standards	Elaine Allegretti Andrew Fowler	April 2018		<ul style="list-style-type: none"> - Peer review with neighbouring local authority of IRO and CP arrangements taking place in October 17 - Workshop between IROs and Care Service planned to develop shared standards and approach to good management oversight
	Review processes, quality and impact of IRO escalations including tracking and performance management to support improved outcomes for children and young people	Elaine Allegretti	April 2018		<ul style="list-style-type: none"> - A new IRO escalation form being piloted to support better management oversight and tracking of issues. Once piloted form will move onto MOSAIC to enable formal reporting and performance management - Escalation processes to form a significant part of workshop (above)
	Implementation of quarterly meeting between Care, Permanence and QAU Services and Speakerbox, to action practice improvement areas, including multi	Alasdair Smith	April 2018		<ul style="list-style-type: none"> - Quarterly meetings are now taking place – enabling better communication between IRO and Care

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	agency delivery, placements, commissioning and sufficiency planning themes				<ul style="list-style-type: none"> services - Access to Resources Team went live w/c 9 October 2017
8. Ensure that children looked after who live outside of the local authority area are not disadvantaged through slower access to essential services, particularly child and adolescent mental health services, education support and regular health assessments	<p>Undertake a multi agency practice review of children and young people who are placed out of borough to provide evidence base for improvement plans for operational oversight and performance management strategies</p> <p>To introduce designated lead manager for single oversight of children placed out of borough including</p> <ul style="list-style-type: none"> - Better use of performance data to monitor outcomes and support oversight of any disadvantages of those placed out of borough - Strengthening IRO role in regard to out of borough and areas for improvement within multi agency offer - Contract and governance reporting requirements to be changed to provide information to support challenge of access and effectiveness for essential services for example Annual Reports and contract monitoring. 	<p>Andrew Fowler</p> <p>Jackie Cook</p> <p>Rachel Flagg</p>	April 2018		<ul style="list-style-type: none"> - Reconfigured multi agency high need LAC panel to devise scope of review on themes and issues identified - Performance management data set to single oversight of care services and identify potential barriers of those placed out of borough in development - Role of IRO (see above rec.7) - Brokerage Officers have moved from Commissioning to newly formed Access to Resources Team. Review of current working practices has commenced. -
9. Ensure that children looked after are supported to build strong and enduring attachments to their carers through more timely permanence decisions for long-term foster family arrangements. Ensure timely life story work, which is kept	<p>Introduce under the governance of the Permanence Taskforce a strengthened approach modelled on the outstanding Adoption best practice</p> <ul style="list-style-type: none"> - track and challenge quality and permanency planning, focusing on key cohorts such as younger children, and those in long term foster care - Introduce programme of workshops, 	<p>Alasdair Smith</p> <p>Helen Woolgar</p>	December 2018		<ul style="list-style-type: none"> - New Public Law Outline (PLO) workflow and performance management framework now in place - Monthly Care Service Permanence Tracking Panel established in June, underpinned by a

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up to date.	champions and training for local life story work, as part of the local Life Story Work <u>Works</u>campaign including guidance and standards				<p>permanence tracking strategy – pilot of two cases of children under 10 for co-working underway</p> <ul style="list-style-type: none"> - Life Long Links project now in place and shortly to identify first cohort of LAC and coordinator due to start in November 2017 - Specialist Life story worker is in post. This person offers training to staff around life story work and individual work with children where appropriate.
10. Ensure that all social workers and personal advisers working with young people leaving care have a clear knowledge of their current circumstances. This aim should be supported through consistently effective pathway planning, to ensure that young people understand and receive all their entitlements and that their identified needs are met.	<p>Ensure that development of the Care Leavers Partnership with Catch 22 addresses as a priority</p> <ul style="list-style-type: none"> - Improved quality and approach to Pathway Planning including clear standards and expectations - Multi agency engagement in pathway planning and practice to inform new arrangements - Address recommendations of the Children and Education Scrutiny Committee Review of Local Offer for Care Leavers 	<p>Alasdair Smith Andrew Fowler</p>	Phase 2 of Catch 22 programme	?????	<ul style="list-style-type: none"> - Stakeholder event with services, users and partner agencies to share progress so far and to inform next steps scheduled for end of October - Work on model development in progress including looking at best practice and options for delivering model to inform development of local blueprint. Session between local authority and C22 senior leaders scheduled for end of October - Programme Manager in place
11. Ensure that children are	Speakerbox to develop local communication	Jackie Cook	April 2018		<ul style="list-style-type: none"> - New Speakerbox

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aware of how to complain about services provided to them and that more advocacy support is provided for children on child protection plans and for those who are looked after. Ensure good access to independent visitors for children looked after.	programme to support young people to understand how to complain				participation workers now in place and workplan includes communication strategy scheduled for later in the year
	Re-commission advocacy service and Independent visiting service, to include those children on child protection plans	Jackie Cook	April 2018		- Recommissioning of advocacy service to start in Autumn 2017 and will extend to those with CPP
	Improve visibility and promotion of complaints and advocacy services through existing mechanisms such as visits, reviews and performance management and reporting	Jackie Cook	Ongoing		- See above