

Recommendation	Action	Progress	Timetable End date	RAG	Key points to note
<p>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.</p>	<p>Introduce an approach to enhanced management oversight of key at risk cohorts including:</p> <ul style="list-style-type: none"> • Formal review points of open Children in Need (CIN) cases at 12 months by Practice Group Leads • Extend the remit of challenge and support of permanence panels to look at longer term duration and repeat episodes of CIN, Child Protection Plans (CPP) and Looked After Children (LAC) cases • Improve performance management and tracking data for CIN • Develop an audit programme within the Quality and Performance Framework to ensure practice is regularly reviewed including the quality of supervision, planning and impact of intervention 	<p>Assistant Director (Safeguarding)</p> <p>Assistant Director (Quality & Performance Improvement)</p>	<p>April 2018</p>	<p>Green</p>	<p>CIN practice review currently being undertaken to support phase 2 of performance management and quality framework of this area.</p> <p>New Multi Agency Sexual Exploitation (MASE) arrangements in place in line with MET Police protocol and strengthened oversight in development of those at risk of Child Sexual Exploitation (CSE) and missing within CIN, Child Protection (CP) and LAC cohorts. New CSE coordinator appointed and due to start in June.</p> <p>Whole system neglect audit scheduled for January 2019; and dip samples and audit framework for services agreed.</p> <p>Ongoing development of joint DA work; expert (Family Lives) led audit and practice observation agreed for September 2018.</p>
<p>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</p>	<p>Undertake a multi agency audit of the quality of referrals to identify the range of issues and learning for key agencies. This will underpin dialogue and bespoke programmes of work with key agencies including training and development.</p>	<p>Assistant Director (Safeguarding)</p> <p>Assistant Director (Family, Early Help & Youth Justice)</p>	<p>September 2018</p>	<p>Green</p>	<p>Audit will be scheduled later in the year under the SSCB Audit and Learning sub-group programme September 2018. Although performance information shows significant improvements in conversion rates and quality of referrals.</p>

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help quickly	Embed new MASH and Early Help referral forms.	Assistant Director (Safeguarding) Assistant Director – Family, Early Help and Youth Justice	September 2018	Green	Complete
3. Ensure that strategy discussions and strategy meetings involve all relevant agencies so that multi-agency information informs assessment of risks	Joint audit with SSCB of the strategy meetings to inform learning and identify areas for development	Assistant Director (Safeguarding) Assistant Director – Community Safety Partnerships, Housing and Modernisation	December 2017	Amber	Audit took place March 2018. MASH members strategic development group – now up and running.
	Review strategy meetings, MASH protocols and operating processes to better utilise MASH partners and the designated leads attending strategy meetings	Assistant Director - Safeguarding Assistant Director – Community Safety Partnerships, Housing and Modernisation	April 2018	Green	Audit took place March 2018. MASH members strategic development group – now up and running.

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	Explore the use of technology to support agencies to engage in strategy meetings, for example using conference calls	Assistant Director (Safeguarding) Assistant Director – Head of IT & Digital Services, Housing and Modernisation	April 2018	Green	New ways of working pilot commenced March 2018 within safeguarding services. Exploring use of technology within social work practice.
<p>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</p>	<p>Continue to deliver a work programme of the multi agency Missing and Absent working group including</p> <ul style="list-style-type: none"> • Reviewing multi agency procedures and policies • Reconfiguring return home interview (RHI) services to improve impact and effectiveness • Quarterly analysis of intelligence arising from return home interviews to inform service development activities and partnership working improvements 	<p>Assistant Director (Safeguarding)</p> <p>Head of Service (Care)</p>	April 2018	Green	<p>Head of Quality Assurance and Social Work Improvement is now the departmental lead for CSE and Missing to provide single oversight and practice challenge across the department. New CSE coordinator to commence June 2018.</p> <p>Local review of capacity and best way to deliver RHI, including through brokerage and use of family support workers</p> <p>CSE audit under MASE completed in June 2018 identified strengths; areas for improvement and multi agency action plan</p>
<p>5. Strengthen management oversight of social workers in the children looked after and care leavers' services</p>	<p>Introduce enhanced management oversight approach to key cohorts at risk including</p> <ul style="list-style-type: none"> • Develop multi-agency Challenge & Support Panel to assist planning and support for high risk cases and complex cases of concern 	<p>Director, Children and Families</p> <p>Head of Service (Care)</p>	April 2018	Green	<p>LAC audit and improvement activities continue to progress, focusing on quality of care planning and reviews, embedding voice of child, and impact of risk and management oversight</p> <p>Local clinical offer for children in care in development</p>

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	<ul style="list-style-type: none"> Improved performance management and tracking data for escalating LAC at risk and care leaver cases, such as those at risk of placement breakdown and with multiple risk factors including missing, change of school, etc To develop and implement an audit programme that sits within the Quality and Performance Management Framework (QPMF) to ensure practice is regularly reviewed including quality of supervision, planning and impact of intervention 				<p>Care Leaver Partnership in testing phase, with 25% of cohort piloting new practice model as well as developments regarding new pathway plan, clinical input and local offer</p>
<p>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>	<p>Undertake multi agency practice review of children and young people who experience multiple placement breakdowns to provide an evidence base for improving care plans, sufficiency planning activities and revised strategy Alongside: A deep dive of children in residential care to inform sufficiency strategy and service development work including</p> <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 <p>An action plan is in place for the delivery of the Sufficiency Strategy, this is monitored through the Sufficiency Strategy Steering Group.</p>	<p>Assistant Director (Quality & Performance Improvement)</p> <p>Head of Service (Care)</p> <p>Assistant Director (Joint Commissioning Partnership Team)</p> <p>Head of Service (Permanence)</p>	<p>April 2018</p>	<p>Amber</p>	<p>Sufficiency strategy and new director led board in place to deliver Sufficiency Strategy Action plan.</p> <p>Reduction of use of high cost and less than good residential care, although this area remains a priority</p> <p>Mult agency audit of stability completed, and including input from children in care. Task and finish group led by Head of Service (Permanence) to take forward recommendations.</p> <p>16 plus pathway with housing on track to offer appropriate housing solutions for young people at risk of homelessness and care leavers</p> <p>Modest improvements in short term stability although long term stability remains an area for improvement</p>

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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 a joint audit between Independent Reviewing Officers (IRO) and Care Services against LAC Review standards to identify key strengths and areas for development to inform a shared improvement plan, tracking and compliance with local standards	Assistant Director (Quality & Performance Improvement) Head of Service (Care)	April 2018	Green	LAC audit and improvement activities continue to progress, focusing on quality of care planning and reviews, embedding voice of child, and impact of risk and management oversight
	Review processes, quality and impact of IRO escalations including tracking and performance management to support improved outcomes for children and young people	Assistant Director (Quality & Performance Improvement)	April 2018	Green	Audit programme including impact of IROs, and themed programme of dip samples to challenge and inform IRO footprint now up and running.
	Implement quarterly meetings between Care, Permanence, QAU Services and SpeakerBox to action improvements in practice, including multi agency delivery, placements, commissioning and sufficiency planning themes	Director, Children & Families	April 2018	Green	Multi agency care operational group being established for September 2018 and underpinned by improvement activities learning and plan
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	Undertake a multi agency practice review of children and young people who are placed out of borough to inform improvement plans for operational oversight and performance management strategies To introduce designated lead manager for single oversight of children placed out of borough including <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 placements and areas for improvement within multi agency offer 	Head of Service (Care) Head of Quality Assurance & Social Work Improvement Head of Joint Commissioning for children & young people	April 2018	Amber	A number of pieces of work to comprise the Practice Review have taken place and this is being consolidated to be considered more formally in September 2018. LAC Health Annual report 2017/18 has been requested to consider this in detail and Health & Social Care Forum plans to address this in September 2018

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	<ul style="list-style-type: none"> Contract and governance reporting requirements to be reviewed to support challenge of access and effectiveness of essential services, for example Annual Reports and contract monitoring 				
<p>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 up to date.</p>	<p>Under the governance of the Permanence Taskforce introduce a strengthened approach modelled on the outstanding Adoption best practice to track and challenge quality and permanency planning, focusing on key cohorts such as younger children and those in long term foster care</p> <p>Introduce a programme of workshops, champions and training for local life story work, including guidance and standards as part of the local Life Story Work Works campaign</p>	<p>Director, Children & Families</p> <p>Head of Service (Permanence)</p>	December 2018	Green	<p>Permanence policy being revised and arrangements for permanence being streamlined including long term fostering, special guardianship, pre proceedings and section 20</p> <p>Life Long Links project commenced and Life Story Work Works Strategy on track now in place</p>
<p>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>	<p>Ensure 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 Recommendations of the Children and Education Scrutiny Committee Review of Local Offer for Care Leavers 	<p>Director, Children & Families</p> <p>Head of Service (Care)</p>	Phase 2 of Catch 22 programme	Amber	<p>Care Leaver Partnership in testing phase, with 25% of cohort piloting new practice model as well as developments regarding new pathway plan, clinical input and local offer</p> <p>Scrutiny recommendations embedded where appropriate in developments</p>
<p>11. Ensure that children are aware of how to complain about services provided to them and that more advocacy support is provided for</p>	<p>SpeakerBox to develop a local communication programme to support young people to better understand how to complain</p>	<p>Head of Quality Assurance & Social Work Improvement</p>	April 2018	Green	<p>A communication plan pulling together all ways of children in care and CLs know their rights, how to access an advocate, how to complain led by Speakerbox</p>

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<p>children on child protection plans and for those who are looked after. Ensure good access to independent visitors for children looked after.</p>					<p>New local offer completed clearly setting out entitlements and in process of being published and publicised.</p> <p>Audit programme includes standing question around child voice heard and impact decisions about them</p>
	<p>Re-commission advocacy service and Independent visiting service to include those children on child protection plans (CPP)</p>	<p>Head of Quality Assurance & Social Work Improvement</p>	<p>April 2018</p>	<p>Green</p>	<p>Advocacy service recommissioned</p>
	<p>Improve visibility and promotion of complaints and advocacy services through existing mechanisms such as visits, reviews, performance management and reporting</p>	<p>Head of Quality Assurance & Social Work Improvement</p>	<p>Ongoing</p>	<p>Amber</p>	<p>See above</p> <p>IRO to ensure young person aware and family engagement in care plan</p>