

Southwark JAR Action Plan 2008 – FINAL

Overview

The following items are recommendations reported by the inspection team following the Southwark Joint Area Review in spring 2008. These are key areas for development and will be reviewed through the Business Planning process and reported to Performance Surgery (PS) by CSMT at key dates. Actions and outcomes are immediate or within 6 months.

The report also identified a number of 'Important Weaknesses' which are listed in the attached table. These should be reviewed by Senior and Service managers to be incorporated into the Business Planning process as deemed appropriate by CSMT lead and monitored through DMT performance processes.) Note – there are also text comments about performance/service improvement through the report – managers will need to identify and ensure that these will be addresses as appropriate.

ref	Hierarchy	Recommendation	Actions	Outcomes and Impact Criteria	Delivery Date	CSMT Lead	Lead Officers	Review date PS	Status
IA1	Immediate action	<i>'Ensure that an appropriate way is found for the successful dissemination of the findings of this report to children and young people in the area'</i>	<p>Consult with a sample of young people on how best to disseminate the findings of this report to other children and young people.</p> <p>Develop an accessible summary of the JAR report suitable for children and young people and place on appropriate websites including "Whatever", Council and PCT sites. Summary to include a link to the full document for those who wish to read it, and a feedback mechanism.</p> <p>Disseminate to children and young people by circulating paper copies of the summary to a range of outlets including schools, youth clubs, Speakerbox.</p> <p>Disseminate the findings of the JAR report through Southwark Life and local press and other appropriate medium targeting younger readers as well as other stakeholder, including a well signposted weblink to the child and young person</p>	<p>Views of young people received and influence final communications strategy.</p> <p>Summary produced and placed on websites.</p> <p>Website hits and amount of feedback received to be reviewed. Copies circulated and feedback received.</p> <p>Inclusion of small scale reach measure in a relevant survey,</p>	March 09	KC	EA/FR		

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			friendly summary and the full report.	testing level of awareness.					
IA1	Immediate action	CONTINUED..	<p>Ensure that the dissemination of the JAR findings to adult stakeholders includes advice about how to discuss the findings with children.</p> <p>Incorporate key messages from the JAR into future consultation with children and young people, for example in developing future Children and Young People Plans that address JAR findings.</p>	Website hits and amount of feedback					
IA2	Immediate action	<i>'Ensure staff and commissioned services have safe recruitment practices across all agencies'</i>	<p>Multi agency audit to ensure compliance with safe recruitment practice across all agencies. Findings to be reported to SSCB.</p> <p>Compliance with best recruitment practice to be subject to audit to be reported to SSCB.</p> <p>Additional recruitment system controls, including:</p> <ul style="list-style-type: none"> - In high risk areas all recruitment undertaken and monitor led by HR. - Twice yearly sample audits to be undertaken to ensure compliance. <p>Target additional recruitment training at areas identified as requiring further support.</p>	<p>Evidence of annual audit from each agency</p> <p>no breaches in safe recruitment</p>	<p>Jan. 09</p> <p>April 09.</p>	RP	MW/GW/CD		Commenced with immediate recommendation addressed

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IA3	Immediate action	<i>'Improve integrated working across Looked After Children Services and the Youth Offending Team'</i>	Relationship with CLA services to be strengthened by identifying lead officers in each service and strengthening joint working protocol New joint working arrangements put in place between YOT and other social care provision. Regular meetings to take place between managers in both services to improve joint work for those at risk of offending	audit supports evidence of joint working	Dec.08	RP	RP		Done
				Integrated approach to service delivery around young offenders and those at risk of offending, delivered through IYSS/ TYS and evidenced by positive feedback /findings from stakeholders and audit		RP	CS/CD		Done
MA1	Action over Action over next 6 months	<i>'Undertake a robust analysis of the reasons for the recent decline in the long-term stability of placements for looked after children and take appropriate action'</i>	Examine the cohort of children with placement moves in breach of target on a case by case basis to identify any underlying themes and opportunities for further preventing placement breakdown.	Improvement in the indicator on long term stability, aiming for top quartile performance. (Achieved 2007/08)	Jul.08	RP	CS		Done

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MA2	Action over next 6 months	<i>'Develop a systematic approach to evaluating initiatives, and particularly their value for money'</i>	<p>Develop an evaluation toolkit including: What Southwark expects; Standards and principles; Guidance, training and examples; VFM framework.</p> <p>Develop the model and guidance linked to new emerging Business Planning and commissioning process – making evaluation an integral part.</p> <p>Develop a fully integrated CS Performance team to support and challenge managers in the use of the evaluation toolkit. Officers linked to leads for priorities, AD's and service managers – ensuring systematic use of the standards across the system.</p> <p>Develop a program of implementation including a working group and pilot, training, finding an external partner to challenge and validate process.</p>	<p>Toolkit developed and positive feedback from managers.</p> <p>Improvement in agreed VFM indicators by 2009/10</p> <p>Team in place and satisfactory feedback from managers</p> <p>Toolkit and standards implemented and managers reporting on impact regularly.</p> <p>Making wise investment decisions based on evidence of activity outcomes</p> <p>Better performance across the service.</p>	<p>June 09</p> <p>Feb 09 & June 09.</p> <p>March 09</p> <p>April 09 and ongoing</p> <p>June 09.</p>	KC/AW	<p>GS & CR</p> <p>EA & GK</p> <p>GS</p> <p>GS</p>		<p>In progress</p> <p>Done/ Ongoing development</p> <p>In progress, and linking to council wide developments.</p>

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Issues Identified as Important Weaknesses

Outcome Area/ Issue	CSMT lead	Manager(s) responsible
Safeguarding		
The auditing of safeguarding practices across partners is not sufficiently robust	Rory Patterson	Malcolm Ward
Implementation of safe recruitment processes, particularly within the YOT	Rory Patterson	Malcolm Ward/Chris Domoney
LAC		
The long term stability of placements for looked after children.	Rory Patterson	Chris Saunders
No written commissioning strategy	Rory Patterson	Chris Saunders
An underdeveloped partnership with YOT	Rory Patterson	Chris Saunders/ Chris Domoney
Evaluation of initiatives is not well coordinated	Rory Patterson	Chris Saunders
LDD		
The monitoring framework for improving provision and attainment for children and young people with learning difficulties and/or disabilities is not yet fully established	Rory Patterson/Pauline Armour	Jummi Dawodu/Yvonne Ely
The ASD and communication strategy has yet to be implemented	Pauline Armour	Yvonne Ely
Support and challenge to schools in raising attainment		
Attainment at all stages is below national figures although broadly in line with those of comparable councils	Terry Parkin	Pauline France/Maggie Donnollon/Mike Duffy
Recent decline in attainment at Foundation Stage and Key Stage 1	Mike Smith/Pauline Armour	Pauline France/Maggie Donnollan
Initiatives to support curriculum and staff development are not yet sufficiently strategic or coherent.	Terry Parkin	
Interagency cooperation – Youth Crime and antisocial behaviour		
Recent increase in first-time young offenders	Rory Patterson	Chris Domoney
Fear of crime and anti-social behaviour amongst young people	Rory Patterson	Clare Smith, Johnathan Toy, Victor Olissa, Christine McInnes
Capacity to improve		
Insufficient attention to ensuring value for money	Adrian Ward/Kerry Crichlow	Gwen Sinnott/Cliff Robinson/Gwen Kennedy
Evaluation of initiatives insufficiently systematic	Adrian Ward	Gwen Sinnott
Summary Enhanced Youth Inspection		
Implement the Young Southwark Participation Framework	Jane Bailey	Karl Murray
Improve Young Peoples involvement in planning and evaluating youth work	Jane Bailey	Karl Murray
Improve the overall quality and condition of accommodation	Jane Bailey	Karl Murray
Improve monitoring and support arrangements for voluntary organisations		

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