

Committee:	Dated:
Safeguarding Sub Committee	08/02/2019
Subject: Service Improvement Plan 2018–2019	Public
Report of: Andrew Carter, Director of Community and Children’s Services	For Information
Report author: Rachel Green, Service Manager, Children’s Social Care and Early Help	

Summary

The Service Improvement Plan (SIP) was fully refreshed for April 2018–March 2019. The SIP was developed after listening to children, young people and their parents, following formal consultation by Action for Children (UK-wide charity), from our annual audits undertaken by Aidhour (a network of safeguarding and child protection services), multi-agency audit, specific internal case reviews, and staff feedback.

The SIP contains all six recommendations from Ofsted in 2016 to ensure consistency of oversight, challenge and momentum. The recommendations remain to ensure that, if there is any dip in practice standards, this can be identified and addressed.

The SIP contains recommendations from the very positive Ofsted review of our work with care leavers in October 2018. The Ofsted feedback letter has been used to evidence some of the completed actions.

The actions are largely ‘green’ and ‘blue’ (see below for an explanation of the colour coding) and work continues to progress the plan to completion in March 2019. A new SIP will be created by 1 April 2019, and will include feedback from children, young people and families.

Recommendation

Members are asked to:

- Note the report.

The SIP

1. The source of an objective is listed in red in brackets in the first column. In this way we can evidence ‘you said, we did’ to our children and young people and other partners.
2. The actions are ‘BRAG’ rated:

- blue meaning 'fully completed'
- red meaning 'fully stuck'
- amber meaning 'more work needed or resolvable issue in sight'
- green meaning 'in progress, no barriers to continuing'.

3. There are:

- 25 tasks marked blue
- 0 tasks marked red
- 8 tasks marked amber
- 32 tasks marked green

4. Key achievements in the last quarter include:

- Staff completed training on Modern Day Slavery.
- Staff participated in Hackney's Contextual Safeguarding Board.
- A systemic training programme for social workers, managers and leaders was successfully procured.
- All staff attended the first 'introduction to systemic social work' session.
- Youth Provision re-engaged in our Multi Agency Sexual Exploitation and Vulnerable Adolescents Forum.
- IT systems were amended to ensure that there were no blocks to case closures.
- A new Placements Officer is in post. This should mean better quality placements for young people, strong contract management and support for social work staff in spot purchasing services.
- The care leaver offer was signed off by young people and is ready to publish online.

Additional Capacity

5. An additional social worker has been temporarily recruited to carry a caseload of unaccompanied asylum-seeking children (UASC). This is due to an increase in UASC arriving in the City, and because the Croydon Rota stopped as a result. This means that young people are accommodated by the City of London temporarily, pending a move via the National Transfer Scheme (NTS) outside of London. The NTS is voluntary across England and Wales, and transfers are taking several months. Additional provision of English for Speakers of Other Languages (ESOL) is in place via our Adult Education Service, pending their transfer. There is additional pressure on the service if transfers do not take place in a timely manner, as young people may have formed links in London and may not wish to move.

Multi-Agency Safeguarding Hubs (MASH) Review

6. This is an amber action, due to a review on our position.

We are proposing not to MASH review incoming contacts. This decision comes after a pan-London review in 2018 where we looked at relaunching MASH, and in the light of our front door activity. From reviewing the pan-London evidence, from other reading, and our own case audits, we think that partner agency information sharing can be undertaken within a Child and Family Assessment. The expectation will be that partner agency feedback is sought (including health visiting, school health, GP, education, police, and so on) within that

assessment. Key partners (health, education, police) are meeting at the end of January 2019 to review this together.

SMART Planning

7. This is an amber action as work is ongoing.
8. Training took place in September 2018 for social workers and managers. Coaching is taking place between January and March 2019 on all Children in Need Plans, and on Pathway Plans. This is on-the-job training and supports staff as they create stronger, simpler Specific, Measurable, Attainable, Relevant and Timely (SMART) plans that children and families should easily grasp.

Supervision

9. This is an amber action.
10. In January 2019 we introduced new guidelines and a refreshed 'signs of safety' template. This action remains amber as implementation is reviewed in the next quarter. Our audit and an Ofsted review in the last quarter showed that supervision would benefit from having more depth. This work is complemented by the introduction of group supervision (January 2019) and with systemic supervision training (starting in April 2019). A permanent team manager is being recruited in advance of the training.

Conclusion

11. The Service Improvement Plan is driving our development work forward. Audit and The Care Leaver Ofsted review have helped benchmark our progress. Our work plan between January to March is robust, and we are looking forward to having refreshed pathway plan guidance to strengthen our offer to care leavers.

Appendices

- Appendix 1 – Service Improvement Plan 2018–2019

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