



Service Improvement Action Plan

Children's Social Care Team, Department of Community and Children's Service

April 2014 to March 2015

Updated November 2014

The Service Improvement Action Plan contains recommendations from previous inspections namely the Safeguarding and Looked After Children Inspection in 2012 and the Fostering Inspection in 2013, plus theme's that have been identified through case file audits completed on case's open to the Children and Families Team. More recently there has been a Strengths Based Learning Review in January 2014 and the recommendations from this review have been included within the Service Improvement Action Plan. Overall the judgement made on Children's Services was good, with some outstanding features, however the City of London is ambitious for its children and young people and therefore the Service Improvement Action Plan is aimed at moving us towards being an outstanding service provider, now and consistently in the future.

On 12 May 2014 a workshop was held with the Children and Families Service to follow up on the key themes and recommendations from the 'Strengths-Based Learning Review'. The purpose of the session was for the team to meaningfully reflect upon the recommendations from the review, identify solutions for moving from 'good' services to 'outstanding' services and to feed directly into the Service Improvement Plan 2014.

There are 32 actions on the Service Improvement Plan, 7 of the actions are currently green and 25 are amber, the amber actions are currently on track to be completed within timescales. There have been significant improvements since the last update in September 2014 with over a 100 action moving to green and being removed from this plan as completed.

Service Improvement Action Plan

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Priority One: The experiences and progress of children who need help and protection				
Priorities	Action	Who will lead this	Date due	RAG Status
1.0 The Common Assessment Framework is used across departments and with external partners. SBLR – Feb 2014	<ul style="list-style-type: none"> New staff to have mandatory CAF Training – to be agreed at CEB. 	EIP Sub- Group Chair	Revised date September 2014	Gr
	<ul style="list-style-type: none"> Partnership day to evaluate progress and promote the use of the CAF. 	EIP Co-ordinator	Revised date September 2014	Green
	<ul style="list-style-type: none"> Impact analysis of outcomes on EIP cases to be shared with partners at development day. 	EIP Co-ordinator	Revised date September 2014	Green
1.1 That there is a consistent and high quality reviewing service that meets the needs of Children and Young People in the City who are either Looked After Children or subject to a Child Protection Plan	<ul style="list-style-type: none"> That the City has its own independent Reviewing Officer to Chair Looked After Children Reviews and Child Protection Conferences. 	AD People and CSM	January 2015	Amber

<p>1.2 Children and young People are engaged and contribute to the Child Protection Process.</p> <p>SBLR – Feb 2014</p>	<ul style="list-style-type: none"> • IRO service to produce child/young person's participation template and protocol on how they will be engaging young people in the child protection process. 	IRO Service	January 2015 Revised date as change's re IRO service.	Amber
<p>1.3 Child in Need and Child Protection plans are timely and clear about desired outcomes and how these results will be achieved and the impact they make on the child's life..</p> <p>SBLR – Feb 2014 Case File Audits June 2014 IMPROVEMENT PLAN 2013</p>	<ul style="list-style-type: none"> • IRO service to use '<i>Think Family</i>' approach i.e. signs of safety in their engagement with children and families. 	IRO Service	January 2015 Revised date as change's re IRO service.	Amber
	<ul style="list-style-type: none"> • IRO's to place the outline plan, care plan and minutes of reviews and conferences directly onto Frameworki (ICS). 	IRO Service	September 2014 Partially met	Amber
	<ul style="list-style-type: none"> • IRO's to ensure that all plans are SMART and outcome focused. 	IRO Service	January 2015 Revised date as change's re IRO service.	Amber
	<ul style="list-style-type: none"> • IRO service to provide a 6 monthly assurance report to the Service Manager on the auditing framework within their service to monitor compliance; <ol style="list-style-type: none"> 1. Monitoring forms 2. Quality of plans, re SMART and outcome focused. 3. Children and young people are being seen between reviews. 4. Review minutes and plans on Frameworki. 	IRO Service	January 2015 Revised date as change's re IRO service.	Amber

1.4 That all Children in the City with a disability are known, to ensure that families have access to appropriate services and support	<ul style="list-style-type: none"> All families in the City of London are known to services through being on the disabilities register. 	CSM	November 2014	Amber
	<ul style="list-style-type: none"> Parents and carers of children with a disability are confident that the disabilities register is independent of the local authority. Achieved through commission of service. 	CSM	November 2014	Amber
1.5 That Children and young people in the City who have a disability receive a seamless transition between services.	<ul style="list-style-type: none"> Transfer pathways between services are clear and updated. 	CSM	November 2014	Amber
1.6 To improve facilities for Children and Families coming to the North Wing, Guildhall STAFF WORKSHOP	<ul style="list-style-type: none"> That the City has a child friendly room for children and families coming into the Guildhall requiring services. 	DLT	November 2013	Amber

Priority Two: The experiences and progress of children looked after and achieving permanence – Completed September 2014

Priority Three: Adoption Services

Priorities	Action	Who will lead this	Date due	RAG Status
3.0 Adoption Services are commissioned from an independent Adoption agency.	<ul style="list-style-type: none"> Commission adoption service from an independent agency to provide adoption services for Children and Families Team. 	CSC Manager	January 2015	Amber

3.1 Information on adoption service is up to date and public are aware of the services being offered.	<ul style="list-style-type: none"> Review the CoL website to ensure that it reflects the changes to the Adoption Service. 	Family and Young Peoples Information Service.	January 2015	Amber
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Priority Four: The experiences and progress of care leavers

Priorities	Action	Who will lead this	Date due	RAG Status
4.0 That every care leave has a Pathway Plans completed to a good standard showing the young person progress towards independence. SBLR - Feb 2014 IMPROVEMENT PLAN 2013	<ul style="list-style-type: none"> Develop protocols to ensure that care leavers have relevant support to make the right choices/decisions in relation to their education. 	VHT	Revised date in progress October 2014	Green
4.1 Care Leavers feel connected to the City and feel their achievements are celebrated and supported. SBLR – Feb 2014 IMPROVEMENT PLAN 2013	<ul style="list-style-type: none"> Care leavers to be consulted on how they want to be involved in shaping future services through Children in Care Council. 	CSM	5 th November 2014	Green

Priority Five: The Leadership, management and governance

Priorities	Action	Who will lead this	Date due	RAG Status
5.0 Departments and agencies are aware of the importance of the Corporate Parenting Role. SBLR – Feb 2014	<ul style="list-style-type: none"> Review and updated Corporate Parenting Strategy which will include the Looked after Children and Care Leavers Pledge, which will be shared with partners 	Policy Development Officer	November 2014	Amber
	<ul style="list-style-type: none"> Develop a child friendly Corporate Parenting Strategy that can be shared with Children and Young People. 	Policy Development Officer	January 2015	Amber
	<ul style="list-style-type: none"> Utilise appropriate publications across the corporation to raise awareness of the Corporate Parenting role. 	Communication Manager	Revised date December 2014	Amber
5.1 The City of London Children and Families Team has pride in its achievements and build's on these achievements towards excellence. SBLR – Feb 2014	<ul style="list-style-type: none"> Through the workforce strategy and Knowledge Transfer Partnership (KTP) review potential for staff to receive remuneration for additional work and projects. 	A.D People	Revised date December 2014	Amber

Priority Six: Effectiveness of front-line practice, decision-making and case recording

Priorities	Action	Who will lead this	Date due	RAG Status
6.0 That Social Workers focus on the outcomes achieved through social work intervention. SBLR – Feb 2014	<ul style="list-style-type: none"> Commissioned participation consultant to undertake individual face to face feedback on case closures. 	Participation Consultant	Revised Date January 2015	Amber

Priority Seven: Effectiveness of service user engagement to inform service improvement

Priorities	How we will do this?	Who will lead this	Date due	RAG Status
7.0 There is evidence that feedback from parents, carers and young people is influencing improvements in service delivery. SBLR – Feb 2014 IMPROVEMENT PLAN 2013	<ul style="list-style-type: none"> Reviewing the feedback that is currently being received through various sources and ascertain whether there are commonalities that may assist in improving services. 	Participation Consultant	Revised date January 2015	Amber
	<ul style="list-style-type: none"> Feedback to be obtained from children and families on case closures. 	Participation Consultant	Revised date January 2015	Amber
	<ul style="list-style-type: none"> Develop opportunities for children and young people to engage with the City so their views are heard. 	SW – ER City Gateway	August 2014	Green

<p>7.1 That children and young people who are Looked After by the City are able to influence and shape the services they receive.</p> <p>SBLR – Feb 2014 IMPROVEMENT PLAN 2013</p>	<ul style="list-style-type: none"> The City of London has Children in Care Council (CICC) which meets the needs of the City. First CICC in 5th November 2014 	Participation Consultant	Revised date November 2014	Amber
<p>7.2 That the Bangladeshi community are involved in shaping services through community development initiatives.</p> <p>STAFF WORKSHOP</p>	<ul style="list-style-type: none"> The Bengali community is engaged in sessions taking place quarterly. The purpose of which is to understand their needs and how they can be supported. 	TM	Review January 2015	Green
	<ul style="list-style-type: none"> Bengali Community development days will take place on a quarterly basis and service user views will contribute to service development. 	TM	Review January 2015	Amber

Priority Eight: The effectiveness of the Local Safeguarding Children Board and Sub-committee

Our Objectives/Outcomes	How we will do this?	Who will lead this	Date due	RAG Status
<p>8.0 City of London needs and priorities are clearly discernible within the broader joint business plan of the City and Hackney Safeguarding Board.</p> <p>SBLR – Feb 2014</p>	<ul style="list-style-type: none"> Revisiting the vision and principles of the joint business plan to ensure that they are representative of the City as well as LB of Hackney. 		Revised date November 2014	Amber

8.1 Feedback from service users and front line staff contribute to the City Safeguarding Sub Group agenda SBLR – Feb 2014	<ul style="list-style-type: none"> Explore (with members of the safeguarding sub group) how the views of service users can be obtained to inform the sub-group. 	AD People	Revised date November 2014	Amber
8.3 City staff and partners are aware of what to do should the suspect child sexual exploitation. SBLR – Feb 2014	<ul style="list-style-type: none"> Consideration to be given on how the protocols on CSE can be disseminated across the partnership. 	AD People	Revised date November 2014	Amber
8.4 Staff and partners know and understand the role of the LADO in the City. SBLR – Feb 2014	<ul style="list-style-type: none"> Safeguarding Awareness campaign with City of London staff and residents of the City. 	LADO	November 2014	Amber

Abbreviations

SBLR- Strengths Based Learning Review

EIP – Early Intervention and Prevention

CAF- Common Assessment Framework

CEB- Children’s Executive Board

IRO – Independent Review Officer

LAC- Looked After Children

SDQ- Strengths and Difficulties Questionnaire

TM- Team Manager, Children’s Social Care

VH – Virtual Head

CSC- Children’s Social Care

SSW- Senior Social Worker

SW – Social Worker, followed by initials of Social Worker

SM-Service Manager
ASC- Adult Social Care
LADO- Local Authorities Designated Officer
DLT- Departmental Leadership Team