

# City of London Ofsted Improvement Plan



September 2016 – September 2017

## Introduction

The City of London was inspected under Ofsted's single inspection of services for children in need of help and protection, children looked after and care leavers from 4 - 28 July 2016. The report published on 20 September gave the following judgements:

Children's services in the City of London are good	
1. Children who need help and protection	Good
2. Children looked after and achieving permanence	Good
2.1 Adoption performance	Not judged
2.2 Experience and progress of care leavers	Good
3. Leadership, management and governance	Outstanding

## Aim

This improvement plan outlines the improvement work that the City of London will undertake to address the recommendations made in the Ofsted report.

## Development of the plan since September 2016

This improvement plan has been developed in consultation with the early help and children's social care service and our multi-agency partners. Action planning sessions took place between September to November 2016 to ensure that the recommendations and broader findings from the Ofsted single inspection are built into the action plan.

## Governance

The progress of the Ofsted improvement plan will be monitored on a quarterly basis by the Children's Service Improvement Board. Updates will be provided to the Safeguarding Sub-Committee and to the City and Hackney Safeguarding Children Board (CHSCB) to ensure timeliness in addressing the recommendations, as well as providing appropriate scrutiny and challenge.

The actions from the improvement plan are embedded in the wider Children and Families Service Improvement Plan, which supports the Children and Young People's Plan 2015 – 2018 and the Department of Community and Children's Service Business Plan 2015 - 2017. The monitoring of the improvement plan is built into our Business Planning and Review cycle.

## Structure

Ofsted identified 6 areas for improvement for the City of London:

Recommendation
<b>The experiences and progress of children who need help and protection</b>
1. Further improve the quality and consistency of written plans for children, including early help plans, child in need plans, personal education plan (PEP)s and pathway plans. These should be clear and simple, fully integrate the views of children and young people and clearly state what is to be achieved by when.
2. When families disengage from services and the threshold is not met to escalate the case further, ensure that any on-going work is purposeful and that case records clearly evidence managers' rationale for ceasing or continuing support
<b>The experiences and progress of children looked after and achieving permanence</b>
3. Ensure that permanency planning records include a record of decisions about legal permanence for children, along with the rationale for these decisions
<b>The experience and progress of care leavers</b>
4. Expedite the provision of health histories for all care leavers
<b>Leadership, Management and Governance</b>
5. Increase opportunities for direct contact between children looked after, care leavers and councillors, and between these children and the chief executive, in order to establish even more meaningful personal relationships
6. Strengthen the inclusion of the perspective of children, families and partners in case auditing, in order to improve services

In addition to the headline recommendations, this Improvement Plan also includes actions drawn from the narrative in the main body of the report, lessons learnt during the inspection process and actions recommended by the early help and children's social care team, wider services and multi-agency partners.

Each recommendation in the action plan has expected outcomes, relevant actions and measures to determine success. Although the actions are not RAG-rated in this version of the document, they are being progressed and are RAG-rated as follows:

Red	There are significant issues with the action/ the matter needs to be escalated
Amber	Problems/risks have been identified that are slowing progress on the action (usually something that can be dealt with by the lead officer, but it is good practice to notify the responsible plan owner/board)
Green	Action is progressing as expected and on time
Blue	Action is completed and no further action is required

**Key leads and those responsible for completing actions:**

Job title	Current job holder (correct as of December 2016)
Acting Director, Community and Children's Services	NH
Assistant Director, People's Services	CP
Early Help and Children's Social Care Service Manager	RG
Children and Families Team Manager	IA
Safeguarding and Quality Assurance Service Manager	PD
Independent Reviewing Officer	SK
Early Help Coordinator	JF
User Engagement Lead	RdP
Senior Commissioning Manager	SG
Commissioning Manager	MP
Senior Performance Analyst	SGill

The experiences and progress of children who need help and protection					
1. Further improve the quality and consistency of written plans for children, including early help plans, child in need plans, personal education plan (PEP)s and pathway plans. These should be clear and simple, fully integrate the views of children and young people and clearly state what is to be achieved by when ( <b>Ofsted recommendation 1</b> )					
Lead:	RG				
DLT Lead:	CP				
Relevant plan(s):	Children and Families Service Improvement Plan, Children and Young People's Plan 2015 - 2018, DCCS Business Plan 2015 - 2017				
<b>Expected outcomes:</b> <ul style="list-style-type: none"><li>- Templates have been reviewed, revised and signed-off by Children and Families Team, Children's Senior Management Team (CSMT) and Service Improvement Board (SIB)</li><li>- Pilot of new plan templates to begin in February 2017</li><li>- Evaluation of new plan templates in September 2017</li></ul>					
<b>Measure of success:</b> <ul style="list-style-type: none"><li>- Written plans for children are consistently SMART, clear and simple</li><li>- Children and young people's views are incorporated</li><li>- Annual quality assurance audits of all cases confirm that actions on written plans have timescales, are achievable and reflect the voice of the child</li><li>- Partner agencies are able to contribute to plans where appropriate</li></ul>					
Ref	Actions	End date	Lead Officer	RAG	Comments
1.1	Review and revise layout of Early Help plans in partnership with Multi-Agency Practitioner Forum (MAPF)	February 2017	RG		
1.2	Consultation with CYP/families and their partners on the CAF	February 2017	RG/JF		
1.3	Review and revise layout of Child Protection Plans	February 2017	RG		
1.4	Review and revise layout of Care Plans and ensure that they are implemented in practice	February 2017	RG		
1.5	Virtual Head to ensure the language in the Personal Education Plan (PEP) is simple, SMART and that children and young people's views are incorporated in every PEP	February 2017	JH		
1.6	Service Manager to develop an example Pathway Plan with simple targets. Staff to use group supervision to look at SMART targets and simple writing for Pathway Plan	February 2017	RG		
1.7	Sign-off the relevant plan templates through Children and Families Team, CSMT and SIB	February 2017	RG		
1.8	Initiate pilot of new plan templates in March 2017	February 2017	RG		
1.9	Begin evaluation of new plan templates in September 2017	September 2017	RG		

## The experiences and progress of children who need help and protection

2. When families disengage from services and the threshold is not met to escalate the case further, ensure that any on-going work is purposeful and that case records clearly evidence managers' rationale for ceasing or continuing support (**Ofsted recommendation 2**)

<b>Lead:</b>	RG
<b>DLT Lead:</b>	CP
<b>Relevant plan(s):</b>	Children and Families Service Improvement Plan, Children and Young People's Plan 2015 - 2018, DCCS Business Plan 2015 - 2017

### Expected outcomes:

- No drift on cases
- Annual quality assurance and thematic audits demonstrate evidence of clearly recorded rationale for ceasing or continuing support, as well as up-to-date case records and plans
- Lower re-referral rates into children's social care

### Measures of success:

- Clarity in management rationale for CIN cases that are not engaging
- Families that disengage are signposted to other services/provided information for accessing other services

Ref	Actions	End date	Lead Officer	RAG	Comments
2.1	All open cases to children social care where the family disengages will activate the triple-lock mechanism to support decision-making regarding closure or continuation of case	January 2017	RG		
2.2	If case continues, review and revise the plan with clear timescales with a further review at no later than 3 months to determine case status	January 2017	RG		
2.3	Review Practice Standards and revise accordingly to reflect: 1) requirement for chronologies to be updated every 3 months 2) triple lock mechanism	January 2017	RG		
2.4	Thematic audit on closed cases	September 2017	PD		
2.5	Update report on compliance to go to the SIB in 2017	March 2017	RG		

The experiences and progress of children who need help and protection					
3. Research on neglect linked to affluence draws on practitioner experience and identifies strategies and practice methods to address non-engagement (recommendation from Ofsted action planning workshop)					
Lead:	RG				
DLT Lead:	CP				
Relevant plan(s):	Children and Families Service Improvement Plan, Children and Young People's Plan 2015 - 2018, DCCS Business Plan 2015 - 2017				
Expected outcomes:					
<ul style="list-style-type: none"><li>- Phase 2 of research on neglect linked to affluence by Goldsmiths University is completed in 2017</li><li>- Findings are used to influence practice</li></ul>					
Measures of success:					
<ul style="list-style-type: none"><li>- Clearer planning and risk evaluation with clear outcomes</li><li>- Multi-agency approach to identify risk/decision-making and who is best placed to work with the families</li><li>- Co-produced research between City of London and Goldsmiths University is completed and published in 2017</li></ul>					
Ref	Actions	End date	Lead Officer	RAG	Comments
3.1	Present findings of Goldsmiths research to the SIB and CEB	September 2017	CP		
3.2	Develop and implement single-agency training and support for social workers and managers alongside CHSCB training offer to address non-engagement from families where neglect linked to affluence is evident	September 2017	IA		
3.3	Complete an LSCB-led multi-agency audit on neglect cases	June 2017	CP		
3.4	Include a session on neglect linked to affluence at the next Multi-Agency Partnership Event in 2017 to support practitioners in working with these families	June 2017	CP		

The experiences and progress of children looked after and achieving permanence					
4. Ensure that permanency planning records include a record of decisions about legal permanence for children, along with the rationale for these decisions <i>(Ofsted recommendation 3)</i>					
Lead:	RG				
DLT Lead:	CP				
Relevant plan(s):	Children and Families Service Improvement Plan, Children and Young People's Plan 2015 - 2018, DCCS Business Plan 2015 - 2017				
Expected outcomes:					
- Permanency planning records include a clear record of decisions and rationale about legal permanence for children					
Measures of success:					
- All case discussions from panel to be attached to child's file					
- QA process will evidence that the records are in place and that the decision and rationale about legal permanence is clearly documented					
Ref	Actions	End date	Lead Officer	RAG	Comments
4.1	Legal representation on the Panel will confirm appropriate legal position and rationale for each case discussed	January 2017	RG		
4.2	Minutes of Permanency Planning Tracking Meetings to clearly and consistently record decisions relating to legal permanence and make explicit why a decision was made and why certain orders were not pursued	January 2017	RG		

The experiences and progress of children looked after and achieving permanence	
5. Explore provision of a range of placement options available for children looked after ( <i>Executive Summary - pg. 16</i> )	
Lead:	SG/MP
DLT Lead:	NH
Relevant plan(s):	Children and Families Service Improvement Plan, Children and Young People's Plan 2015 - 2018, DCCS Business Plan 2015 - 2017
<b>Expected outcomes:</b> <ul style="list-style-type: none"><li>- Completion of research into potential placement options</li><li>- Children in care to be matched with the most appropriate placement</li></ul>	
<b>Measures of success:</b> <ul style="list-style-type: none"><li>- Reduction in placement breakdown or placement moves</li><li>- Potential alternative model(s) to facilitate increased range of placement options subject to research completion</li><li>- Potential identification and achievement of savings through increased range of options</li><li>- Evidence of satisfaction with placements</li></ul>	

Ref	Actions	End date	Lead Officer	RAG	Comments
5.1	Commissioning service to complete review of sufficiency strategy options	February 2017	MP		
5.2	Review at CSMT, SIB and Safeguarding Sub-Committee in early 2017	March 2017	MP		

#### The experiences and progress of children looked after and achieving permanence

6. Ensure all initial health assessments are done promptly (*Paragraph 39*)

<b>Lead:</b>	RG
<b>DLT Lead:</b>	CP
<b>Relevant plan(s):</b>	Children and Families Service Improvement Plan, Children and Young People's Plan 2015 - 2018, DCCS Business Plan 2015 - 2017

#### Expected outcomes:

- All statutory health assessments (initial and review health assessments) are done promptly and to a good standard
- Tight contract monitoring arrangements are in place and highlight clear indications of poor performance

#### Measures of success:

- Practitioners make referrals for health assessments on time
- No statutory health assessments fall out of timescales
- Children in care have their health needs met and appropriately monitored

Ref	Actions	End date	Lead Officer	RAG	Comments
6.1	Build internal operational oversight process to track pathway of referrals	March 2017	RG		
6.2	Review interpreting service responsibilities and clarify in Practice Standards	March 2017	RG		
6.3	Monitor arrangements regarding health assessments and the implementation of the City and Hackney CCG's LAC CQC inspection improvement plan through LAC/CL Service Improvement Group	March 2017	RG		
6.4	Update reporting on performance presented to CEB, SIB and Safeguarding Sub-Committee	June 2017	RG		



The experience and progress of care leavers					
7. Expedite the provision of health histories for all care leavers <i>(Ofsted recommendation 4)</i>					
Lead:	RG				
DLT Lead:	CP				
Relevant plan(s):	Children and Families Service Improvement Plan, Children and Young People's Plan 2015 - 2018, DCCS Business Plan 2015 - 2017				
Expected outcomes: <ul style="list-style-type: none"><li>- All Care Leavers are in possession of their Health Passport</li></ul>					
Measures of success: <ul style="list-style-type: none"><li>- All Care Leavers are able to clearly articulate how it is used to assist their healthcare</li></ul>					
Ref	Actions	End date	Lead Officer	RAG	Comments
7.1	Social workers and health staff to be briefed via team meeting and LAC/CL Service Improvement Group on use of Health Passports and how they need to be used as a tool as part of on-going casework	January 2017	RG		
7.2	Thematic audit on impact of provision of health histories for care leavers	September 2017	PD		
7.3	Annual Consultation to include a question to determine impact of health histories for care leavers	September 2017	PD		

Leadership, management and governance					
8. Increase opportunities for direct contact between children looked after, care leavers and councillors, and between these children and the chief executive, in order to establish even more meaningful personal relationships <i>(Ofsted recommendation 5)</i>					
Lead:	RG				
DLT Lead:	CP				
Relevant plan(s):	Children and Families Service Improvement Plan, Children and Young People’s Plan 2015 - 2018, DCCS Business Plan 2015 - 2017				
Expected outcomes:					
- Town Clerk (Chief Executive) and Members have an increased range of opportunities to meet and engage with children looked after and care leavers					
Measures of success:					
- Children and young people are regularly consulted on opportunities for direct contact with councillors and the chief executive					
- Annual Consultation demonstrates that children looked after and care leavers have had opportunities to meet senior leaders in the local authority					
Ref	Actions	End date	Lead Officer	RAG	Comments
8.1	Add this recommendation to a future Children in Care Council (CiCC) agenda so that children and young people can contribute to identifying opportunities to meet the Town Clerk and Members	March 2017	RdP		
8.2	Invite the Town Clerk and Members to attend at the CiCC	September 2017	RdP		
8.3	Explore potential opportunities for children and young people to shadow the Town Clerk and Members	September 2017	RdP		

Leadership, management and governance	
9. Strengthen the inclusion of the perspective of children, families and partners in case auditing, in order to improve services <i>(Ofsted recommendation 6)</i>	
Lead:	PD
DLT Lead:	CP
Relevant plan(s):	Children and Families Service Improvement Plan, Children and Young People’s Plan 2015 - 2018, DCCS Business Plan 2015 - 2017
Expected outcomes: The perspective of children, families and partners is captured through case auditing and drives forward service improvement	
Measures of success: <ul style="list-style-type: none"><li>- 100% of children and families subject to audit activity are contacted during case auditing</li><li>- 50% of audits demonstrate triangulation with user feedback</li><li>- QA audits report explicitly reference that children and families are seen or contacted and their feedback is recorded as part of process</li></ul>	

<b>Ref</b>	<b>Actions</b>	<b>End date</b>	<b>Lead Officer</b>	<b>RAG</b>	<b>Comments</b>
9.1	Safeguarding and Quality Assurance to contact all families whose cases are subject to QA activity and seek their input into case audit process	March 2017	PD		
9.2	Evidence this feedback as part of the audit findings and feedback into the Service Improvement Plan	March 2017	PD		
9.3	Update the QA strategy to reflect this additional activity	March 2017	PD		