

Children and Young People's Services

Ofsted Action Plan

Area for Improvement	Progress to date	Planned work / Next steps	Lead Officer(s)	Target Timescale	Performance Indicators (PIs) / Targets / Critical Success Factors (CSFs)	Current Performance	Current RAG rating
Ensure that the tracking system for all referrals in the Multi-Agency Safeguarding Hub (MASH) is embedded and that timescales for response outlined in the threshold to services document are met	Action was taken during the inspection to ensure that all managers had improved levels of access to the system. Senior administrator now in post. New MASH CCM module went live in December 2013. This will allow the monitoring and reporting of performance against MASH RAG timescales in future.	Introduce monitoring and reporting of performance against MASH RAG timescales	Kathy Bundred (Head of Children's Services) Jan Fenn (Performance and Systems Manager)	February 2014	% MASH assessments completed within the target timescale	All MASH response timescales are currently being met.	Green
Ensure effective consideration is given to a child or young person's ethnicity, culture, religion and language in assessments so as to inform planning	Recording of ethnicity has improved and there is evidence in audits that culture and language is taken into account in individual cases.	Continue to monitor the ethnicity of service users against the child population to ensure that services meet changing needs	Kathy Bundred (Head of Children's Services)	Ongoing	Recording rate of ethnicity Effective consideration to be evidenced through case audits	Recording rates are over 90% There is evidence in audits that culture and language is taken into account in individual cases	Green
Ensure the timely completion and review of core assessments to ensure that children and young people are receiving the appropriate level of services when they need them	Performance against this indicator has been improving steadily over the past 6 months. Performance during November 2013 was 84%, compared with 58% during the Ofsted inspection.	Continued management prioritisation to ensure that good progress is maintained and the target of 90% timeliness is met	Kathy Bundred (Head of Children's Services)	Ongoing	90% of assessments completed within 45 working days	86% of assessments completed within 45 working days ¹	Amber
Ensure chronologies are clear, recorded and fit for purpose	Chronologies in child protection and in care proceedings are of a good quality and meet this standard but other child in need cases do not. The CCM system has a chronology tool and staff and manager training in the use of this is in place.	Undertake management sampling to establish a baseline for child in need chronologies and set improvement targets	Kathy Bundred (Head of Children's Services)	December 2013	To be assessed through case audits	Chronologies in child protection and in care proceedings are of a good quality and meet this standard but other child in need cases do not.	Amber

¹ Performance for November 2013

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Undertake a detailed analysis and evaluation, following the implementation of the newly formed MASH, to formally consider any early lessons to define the service and forward plan	MASH review has been completed	LSCB to sign off the MASH evaluation report and recommendations. MASH steering group to monitor implementation of recommendations	Kathy Bundred (Head of Children's Services)	January 2014 Ongoing	Evaluation completed	Evaluation completed and due to be signed off by the LSCB in Jan 2014	Amber
Ensure that the Common Assessment Framework (CAF) is sufficiently embedded in the reconfigured early help services within a required time frame and that this is evaluated by the HSCB	LBH has replaced the CAF with an early help assessment which is now in place. Extensive training has been undertaken with key agencies in the use of the new assessment. So far this year, 1.3% of contacts received in Triage / MASH have progressed to CAF / Early Help Assessment, compared with 1.4% in 2012/13.	Service restructure to bring together an integrated borough wide service will be consulted on with staff and trade unions in January and February with a view to implementing in March 2014 Plans are in place to train a further 60 staff in use of the Early Help Assessment by the end of March 2014.	Kathy Bundred (Head of Children's Services)	March 2014	% of contacts received in Triage / MASH that progress to CAF / Early Help Assessment No. of assessments completed by partner agencies Participation in assessment training Quality of assessments (to be assessed through case audits)	YTD = 1.3% ² 69 Early Help Assessments completed from September to November 2013 82 staff trained 32 cases held in the Early Help Service audited this year. 3% (1) inadequate 25% (8) required improvement 72% (23) rated as good	Amber
Record and analyse contact, referral and re-referral patterns in order to be better able to evaluate how effectively children's social care and its partners are applying the threshold criteria, meeting needs and reducing risks	Regular reporting of contact patterns by agency had been in place since April 2013 and a detailed piece of work is underway to review and improve where necessary the quality and accuracy of contact data. We are currently on track to receive fewer contacts through Triage / MASH this year than in the previous two years, with a slightly lower percentage progressing on to become referrals to social care (13%, compared with 31% in 2011/12 and 26% in 2012/13). We are also projecting to complete fewer	Referral and re-referral data by source to be scrutinised in monthly "performance clinics" from January 2014 (see below). Begin to record and analyse % of contacts received in triage / MASH that became referrals to Early Help services. More work is required to assure the quality of data around % of referrals progressing on to assessments and % of total referrals to	Kathy Bundred (Head of Children's Services) Pippa Brent-Isherwood (Head of Business and Performance)	January 2014	No. of contacts received in Triage / MASH % of contacts that became referrals to social care % of contacts progressed to CAF / Early Help Assessment No. of assessments completed	YTD = 5,434 ³ YTD = 13% ⁴ YTD = 1.3% ⁵ YTD = 812 ⁶	Amber

² Correct as at end November 2013

³ Correct as at end November 2013

⁴ Correct as at end November 2013

⁵ Correct as at end November 2013

⁶ Correct as at end November 2013. Includes returns for the Assessment, 12+ and CWD teams only.

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	assessments this year (approx. 1,200) compared with 2011/12 outturn (2,107) and 2012/13 outturn (1,745).	social care being re-referred within a year.			% of total referrals to social care re-referred within a year	YTD = 10% ⁷	
Review and refine the performance management framework to include key indicators, including measures that are currently missing, as well as comparative data, trend information and projections, with commentary and key information broken down to team or pod level	<p>Framework, PIs and measures have been refined throughout the year in line with Ofsted requirements. Measures are now more closely linked to target outcomes and some trend and projection data has been included in performance reports. However further work is required to improve the analysis of comparative data, trend information and commentary.</p> <p>For the year to date, 23% of CPPs ended had been in place for less than three months, compared with 22% last year and 15% the previous year.</p> <p>Pod leaders now have access to digital dashboards to enable them to monitor their own teams' performance but there is outstanding work to do to develop the relationship and connections between central / whole service reporting and individual team level reporting.</p>	<p>New monthly performance reporting cycle and monthly "performance clinics" attended by the Children's Services Management Team and colleagues from Business and Performance to commence January 2014. This will ensure more meaningful reporting to the DCS, CE, Lead Member, O&S and the LSCB.</p> <p>More work is required to assure the quality of certain data sets.</p> <p>Need to start recording and analysing the number of duration CIN and Early Help Plans alongside Child Protection Plans. This is to commence as part of the new performance reporting cycle in January 2014.</p>	<p>Kathy Bundred (Head of Children's Services)</p> <p>Pippa Brent-Isherwood (Head of Business and Performance)</p>	January 2014	<p>PMF to include:</p> <p>% of Initial Child Protection Conferences held within 15 days of the decision to go to conference</p> <p>% of CPPs ending that were in place for < 3 months</p> <p>% of total referrals to social care re-referred within a year</p> <p>Data broken down to team / pod level</p>	<p>YTD = 74%⁸</p> <p>YTD = 23%⁹</p> <p>YTD = 10%¹⁰</p>	Amber
Ensure the collation and analysis of performance management information to effectively interpret and monitor the quality and impact of all aspects of child protection practice and processes, and the effectiveness of help and support for children in need	<p>There has been considerable work done to improve our understanding of child protection performance, including an audit of all child protection plans ceased within 3 months and audit of step down plans from child protection to child in need. However there is more work to do specifically in respect of children in need planning.</p> <p>For the year to date, an average of</p>	<p>Complete work underway through the Quality Assurance Group to establish if children are being "de-planned" too early</p> <p>No. and duration of CIN and Early Help Plans to be collated and analysed as part of the new performance reporting cycle commencing in January</p>	<p>Kathy Bundred (Head of Children's Services)</p> <p>Pippa Brent-Isherwood (Head of Business and Performance)</p>	<p>Audit completed</p> <p>January 2014</p>	<p>Audit complete and findings acted on</p> <p>Restructure implemented</p> <p>% of total referrals to social care that are re-referred within a year</p>	<p>YTD = 10%¹¹</p>	Amber

⁷ Correct as at end November 2013

⁸ Correct as at end November 2013

⁹ Correct as at end November 2013

¹⁰ Correct as at end November 2013

¹¹ Correct as at end November 2013

Area for Improvement	Progress to date	Planned work / Next steps	Lead Officer(s)	Target Timescale	Performance Indicators (PIs) / Targets / Critical Success Factors (CSFs)	Current Performance	Current RAG rating
	<p>116 LBH children have been subject to a Child Protection Plan in any given month, which is lower than last year (126) but higher than the previous year (97).</p> <p>The number of children remaining on a Child Protection Plan for two or more years currently significantly exceeds the target, though this figure has reduced slightly between October and November 2013.</p> <p>The % of children becoming the subject of a Child Protection Plan for a second / subsequent time within 2 years is also slightly exceeding the target, however this is largely due to the presence of two sibling groups within the monitoring figures.</p>	<p>Children in need audit to be undertaken.</p> <p>Early help restructure to be implemented to ensure that children receive the most effective support</p>		<p>February 2014</p> <p>March 2014</p>	<p>No. of LBH children on a Child Protection Plan (average per month)</p> <p><=4% CPPs last 2 or more years</p> <p><=4% of children becoming the subject of a CPP for a second / subsequent time within two years</p>	<p>YTD = 116¹²</p> <p>YTD = 7%¹³</p> <p>YTD = 5%¹⁴</p>	
Review the functioning and membership of the London borough of Havering Safeguarding Children Board (HSCB) to ensure that it is fully constituted and provides sufficient scrutiny and oversight of the effectiveness of child protection practice and the effectiveness of arrangements for children in need	Review of the HSCB was completed in October 2013.	New monthly performance reporting cycle and monthly "performance clinics" attended by the Children's Services Management Team and colleagues from Business and Performance to commence January 2014. This will ensure more meaningful reporting to the DCS, CE, Lead Member, O&S and the LSCB	<p>Kathy Bundred (Head of Children's Services)</p> <p>Pippa Brent-Isherwood (Head of Business and Performance)</p>	January 2014	<p>Representation on the HSCB secured from the voluntary sector</p> <p>Increased number of lay members represented on the HSCB</p> <p>HSCB fully constituted</p> <p>Performance reporting cycle and content agreed and in place as part of the review of the PMF (see above)</p>	<p>The HSCB is fully constituted and the constitution provides for two lay members and the Children's Society and of HAVCO to be active participants at the Board</p> <p>Scheduled for January 2014</p>	Amber
Review the governance responsibilities and accountabilities to ensure that there is communication and a formal link between HSCB and the Chair of the Children's Overview and Scrutiny Committee	This action was completed in October 2013. O&S now receives reports from the HSCB and the HSCB Chair will attend O&S twice a year	HSCB Chair to attend O&S twice a year	Kathy Bundred (Head of Children's Services)	Ongoing	<p>Review complete.</p> <p>Formal link in place</p>	Action complete	Green

¹² Correct as at end November 2013

¹³ Correct as at end November 2013

¹⁴ Correct as at end November 2013

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Complete the roll out of the Children's Case Management system (CCM) in order to ensure that managers and staff have the tools to do their job properly	<p>CCM has been rolled out to all staff and managers in Social Care as well as to the Children's Centres and Early Help services. 344 users have been set up, 29-44% of whom use the system daily. 24 out of 31 change requests from service users have now been completed¹⁵.</p> <p>In addition, 29 of 31 requested priority reports have now been developed and released from the Digital Dashboard. The most commonly used reports and data sources within the system are Contacts, Assessments, Visits, Child Protection, LAC, Unallocated Cases and Supervision. 54 users have been set up on the Digital Dashboard, however to date 13 (24%) of these have never logged on¹⁶.</p> <p>New MASH CCM module went live in December 2013.</p>		<p>Kathy Bundred (Head of Children's Services)</p> <p>Jan Fenn (Performance and Systems Manager)</p>		<p>No. of CCM users set up</p> <p>No. of users using CCM daily</p> <p>No. of Digital dashboard users set up</p> <p>MASH CCM module implemented and training rolled out</p>	<p>344¹⁷</p> <p>100 – 150 per day¹⁸</p> <p>54¹⁹</p> <p>Complete</p>	Green
Complete the overarching service plan for delivering against the corporate and strategic priorities for children's services and make clear through aligned operational plans the journey ahead for staff, Members and partners	<p>Service plan for 2013/14 is in place and incorporates the improvements required by Ofsted. Progress is monitored quarterly via directorate management team meetings. Of the 72 service plan actions due to be completed this year, 34 (47%) are on track to be completed within the target timescale. There is some risk that 25 (35%) actions will not be completed within the target timescale and there is a high risk that 13 (18%) actions will not be completed within the target timescale. Officers are confident that three of those actions that are behind their target timescales will still be delivered, but later than originally anticipated. An alternative action has been put in place to</p>	<p>Service Plan for 2014/15 to be drafted.</p> <p>Service Plan for 2014/15 to be finalised</p>	<p>Kathy Bundred (Head of Children's Services)</p>	<p>End January 2014</p> <p>End February 2014</p>	<p>Service Plan in place</p> <p>Operational plans for the delivery of specific objectives in place</p>	<p>Service plan for 2013/14 is in place</p> <p>Operational service plans in the social work service and the safeguarding unit are aligned with the overarching service plan</p>	Green

¹⁵ Correct as at 8 November 2013

¹⁶ Correct as at 8 November 2013

¹⁷ Correct as at 8 November 2013

¹⁸ Correct as at 8 November 2013

¹⁹ Correct as at 8 November 2013

Area for Improvement	Progress to date	Planned work / Next steps	Lead Officer(s)	Target Timescale	Performance Indicators (PIs) / Targets / Critical Success Factors (CSFs)	Current Performance	Current RAG rating
	<p>achieve the desired objective in one case.</p> <p>Operational service plans in the social work service and the safeguarding unit are aligned with the overarching service plan</p>						
Complete the proposed re-commissioning of the proposed Emergency Duty Team (EDT) with minimum delay and as part of that process set clear and unambiguous performance and quality standards for the new service	The new service has been agreed across the four partner boroughs (Havering; Barking and Dagenham; Redbridge and Waltham Forest) but the service has not yet been commissioned	Complete the commissioning process for the proposed EDT	Kathy Bundred (Head of Children's Services)	TBC	New service in place	The new service has been agreed across the four partner boroughs but the service has not yet been commissioned	Amber
Ensure the development of a workforce action plan in line with the transformation agenda and workforce strategy that can be monitored, reviewed and evaluated	<p>Officers are in the process of commissioning a consultant to lead this piece of work across both Children's and Adults' Social Care.</p> <p>At the same time, an HR consultant is working with Children's Social Care to improve social worker recruitment and retention. LBH social work jobs have recently been advertised at the Compass Jobs Fair on 28 November 2013 and the Council has commissioned a microsite to make its advertising more attractive.</p>	<p>Social Worker recruitment and retention package to be agreed</p> <p>Develop a Workforce Development Strategy and action plan across Children's and Adults' Social Care</p>	<p>Pippa Brent-Isherwood (Head of Business and Performance)</p> <p>Kathy Bundred (Head of Children's Services)</p> <p>Barbara Nicholls (Head of Adult Social Care)</p>	<p>January 2014</p> <p>March 2014</p>	<p>Workforce Development Strategy and associated action plan in place.</p> <p>Social worker vacancy rate</p> <p>Social worker long term sickness absence rate</p>	<p>Due March 2014</p> <p>YTD = 17%²⁰</p> <p>0%²¹</p>	Amber
Continue to develop and adopt a more consistent approach to supervision in order to ensure that it provides the right level of critical challenge and opportunity for reflection and is a vehicle for driving up practice standards	<p>The quality of supervision observed during the Ofsted inspection ranged from adequate to good. Since the inspection, the Supervision Policy has been refreshed to reflect the inspection findings and a revised template is now in use.</p> <p>Mentoring of line managers to improve supervision so that it reaches a "good" standard across the board is now in place</p>	Action plan to be drafted	Carol Carruthers (Service Manager, Children's Services)	January 2014	All supervision reaches the "good" standard (to be assessed through quality checks by management)	Current quality checks by management on supervision show improvements but these are not yet consistent across the board	Amber

²⁰ Correct as at end November 2013

²¹ Performance for November 2013

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Develop a more robust approach to quality assurance in order to be able to track qualitative improvements over time, for example the percentage of child protection plans that are outcome focused and / or measurable	<p>The audit framework has developed considerably since the inspection and is now being used to track qualitative improvements. This is most evident in child protection work.</p> <p>Evaluation work around Family Group Conferences is outcomes focused and demonstrates that, for the year to date, 92% of children achieve a positive outcome 6 months after an FGC, compared with 85% in 2012/13 and 78% in 2011/12.</p> <p>The Strengthening Families model has been introduced and is currently being rolled out as a model to develop co-created child protection plans and to help measure the outcomes achieved and "distance travelled" by the children and families we work with.</p>	<p>YOS audit (against a baseline set before the launch of the new joint service with Barking and Dagenham)</p> <p>Phase 2 LAC project focusing on improvements in educational and health outcomes</p> <p>CIN audit</p> <p>Roll out the Strengthening Families model to the Early Help service</p>	Kathy Bundred (Head of Children's Services)	<p>December 2013</p> <p>January 2014</p> <p>February 2014</p> <p>April 2014</p>	<p>>=85% children achieve a positive outcome 6 months after Family Group Conference</p> <p>>=80% young offenders are engaged in suitable education, employment or training at the end of the order</p>	<p>YTD = 92%²²</p> <p>YTD = 65%²³</p>	Amber
Ensure work is progressed to enable children and young people to access advocacy services which support them to attend child protection conferences	Contract with the Children's Society has been in place since September 2013.	NFA	NFA	NFA	<p>No. of children and young people accessing advocacy services</p> <p>% of child protection conferences attended by the child or young person who is the subject of the conference.</p>	<p>Awaiting data</p> <p>Awaiting data</p>	Green
Ensure the views, experiences and feedback from children, young people, parents and carers are used to plan and improve service delivery. This includes implementing a system for the analysis of service user feedback in early help and preventative services	<p>There has been a great deal of continuing improvement in this area at all levels including the introduction of Viewpoint; the involvement of Members in Total Respect training delivered by looked after children and care leavers; visits to young people and consultation events.</p> <p>Since its launch in late 2012, more than 50 children on Child Protection Plans have contributed their views to a review of their plan through Viewpoint. Their feedback revealed that:</p>	<p>Phase 2 LAC project to consider how to ensure improved user consultation and feedback directly impacts on service delivery and development.</p> <p>Audits already include service user feedback but this will continue to be developed</p>	Kathy Bundred (Head of Children's Services)	<p>January 2014</p> <p>Ongoing</p>	100% of LAC contribute their views to a statutory review	YTD = 99% ²⁵	Amber

²² Correct as at end November 2013

²³ Correct as at end November 2013

²⁵ Correct as at end November 2013

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	<ul style="list-style-type: none"> • 87% felt that they received the right amount of support • 80% felt that their social worker listened to them • 90% felt safe at home, in school and in their local area²⁴ <p>Of the 259 LAC aged 4 or over that had a statutory review between 1 April and 30 November 2013, 257 communicated their views using a range of mechanisms including personal participation, written or electronic communication or independent representation.</p> <p>However there is not yet consistent evidence that feedback is informing service delivery.</p> <p>Early help services undertake a great deal of service user feedback but this is not yet systematised</p>						

²⁴ Correct as at January 2014