

Haringey Children's Service Ofsted Action Plan December 2019 Focused Visit Inspection



1. Introduction

1.1 On the 17th & 18th December 2019 Children’s Social Care received a Focused Visit from Ofsted. During the Focused Visit Inspectors considered the local authority’s arrangements for the front door, evaluating the quality of help and protection provided to vulnerable children and their families in the multi-agency safeguarding hub (MASH) and in the assessment teams. The findings of this visit were published in a letter to the Director of Children’s Service on the 21st January 2020 and positively notes the improvements from the last Ofsted inspection of November 2018. The letter supports the approach taken to improve services. Ofsted observed that the service is moving in the right direction and “working determinedly to systematically improve services” for children and young people.

1.2 The December 2019 Ofsted focus visit found the following improvement areas:

- The recruitment and retention of permanent social workers and managers
- Work to support and protect vulnerable adolescents who go missing, including those who are criminally and sexually exploited
- The quality and effectiveness of case management oversight and supervision by team managers in the assessment teams
- The impact of audit and quality assurance arrangements.

RAG RATING

All actions are RAG rated regarding progress using the following coding: -

RED – R	Not on track - exceptional reporting required
AMBER – A	Work underway and progressing towards target
GREEN- G	Online to be completed within agreed timescales
BLUE - B	Achieved/completed. *Includes actions that are completed and will be ongoing for future

Acronyms used:

DMG – Departmental Management Group

QA – Quality Assurance

HoS – Head of Service

AD – Assistant Director

QPN – Quality Performance Network meeting

HCSP – Haringey Children’s Safeguarding Partnership

Outcome

- Greater workforce stability, reducing the use of agency social workers from 30% to 20% by March 2021
- Stability of relationships with safeguarding partners and children, young people, and their families
- Sustaining good practice and achieving consistency by maintaining caseloads at a reasonable level
- Reduce the use of interim social work team managers to 10% by March 2021

Impact of actions	Target Timescales	Progress
<p>1.1 Launch the Children's Services Workforce Strategy 2020 /2023 setting out the 3-year recruitment and retention plan for a resilient, skilled and diverse children and young people's workforce with, diverse range of experience to meet the demands and needs of Haringey's community.</p> <p>IMPACT</p> <ul style="list-style-type: none"> a) Children and families experiencing fewer changes in social workers, and reporting trusting relationships that build better long - term outcomes b) Agile workforce, reporting reduced sickness absence, positive experiences of the work environment and culture and benefiting from the work - based support schemes. c) Creating condition and signatures of success through regular staff engagement sessions; ensuring all Service Managers and Heads of Service access leadership development and ensuring that by March 2021 Children's Social care has a stable permanent Service Manager level leadership team. 	<p>May 2020</p> <p>April 2020 and ongoing</p>	<p>Workforce Strategy Launched in May 2020</p> <p>Performance data alerts DMT to children and young people who have had 2 or more social workers in a 12-month period.</p> <p>Mind of My Own Apps delivered to all school aged children in care</p> <p>Launch the Service User feedback survey by 30th July 2020</p> <p>Launched the staff well being clinics</p>

Appendix 2

Impact of actions	Target Timescales	Progress
		Establish the programme of staff engagement sessions
<p>1.2 Development of relationships with the social care national and international social work supply market</p> <p>a) Senior leaders hosting 2 recruitment sessions with established recruitment providers in partnership with HAYS</p> <p>b) Senior leaders working with other local authorities to develop international recruitment pipelines.</p>	January 2020 and on going	Completed and to continue as BAU
1.3 Update the career development Framework in preparation for the National Assessment and Accreditation Scheme –for all qualified social workers and social work managers	Programme of investment and learning to be rolled out through Haringey's Children's Academy - September 2020	Agreement with DFE signed March 2020
<p>1.4. Confident, capable workforce connected to and understands how their work contributes to the success of the service and the wider corporate plan.</p> <p>a) Recruitment and Retention Activity Report to be submitted twice a year to Corporate Board ensuring development opportunities for managers are available, across the council</p> <p>b) Further embed the induction programme for managers ensuring that service and corporate processes are understood</p>	July 2020 and ongoing	<p>Induction Programme revised</p> <p>Recruitment and Activity Report monitored by Children's Improvement Board.</p>

2. Work to support and protect vulnerable adolescents who go missing, including those who are criminally and sexually exploited

Outcome

- Increase the skills and 'practice systems', to ensure the Voice of the young people at risk and victims of exploitation is captured and inform the development of interventions and service changes
- Local strategic multi-agency arrangements to manage and keep abreast of the complex risks of gangs, violence and criminal exploitation of children are well developed
- Governance arrangements to oversee criminally exploited children are clear and aligned
- Analysis informs planning to minimise the risks that these children face

Impact of actions	Target Timescales	Progress
<p>2.1 Embed the Vulnerability, Violence and Exploitation Service</p> <p>a) ensure the authorisation of the joint working protocol with the police and schools endorsed to ease the identification and intervention offer to children and young people at risk of exploitation</p> <p>b) roll out the community outreach programme to parents, semi independent units in Haringey and third sector provider</p> <p>c) embed the consistent use of the ECINS software to strengthen the identification of young people reported as missing and evidence the take up of the Rescue and Response service to reduce and mitigate the risks of further exploitation</p>	<p>August 2020</p> <p>Recruitment to the permanent Service Manager to complete – August 2020</p> <p>Targets</p> <ol style="list-style-type: none"> 1. 16 semi-independent units in Haringey engaged in training and development of their safeguarding procedures by September 2020 2. 6 of the largest faith organisations trained to use the Safeguarding Greenbook and access training from the V.V.E service by March 2020 	<p>Service restructure completed</p> <p>Police and Social care Project Guardian launched 01.06.20 and community outreach programme commenced</p> <p>Haringey Academy launched the training to Social care workforce for CSE, CCE and Missing</p>

Appendix 2

Impact of actions	Target Timescales	Progress
<p>d) Review the consultation and advice service to all in CYPS & enhance the safety planning for all open cases where the risk factors of exploitation are prevalent.</p> <p>e) support the deployment and use of the CSE, CCE risk assessment tool by the children's social worker to reduce future risk and contribute to the harm prevention responses.</p>	<p>3. 8 secondary schools to receive purple award for completion of the V.V.E training by March 2020</p> <p>4. Performance data evidences increase in the use of the V.V.E risk assessment tools to achieve annual target 75%</p>	
2.2 Ensure that all children who are reported missing from home or care have a robust return home interview and that the recording and analysis inform subsequent risk assessments and planning	January 2020 and ongoing	Completed – to be absorbed as part of BAU and the impact monitored through performance reports and audits
2.3 Ensure that CSE risk assessments and minutes from the V.V.E & MACE inform subsequent strategic and geographical planning for children and young people in Haringey in conjunction with the objectives of the Youth at Risk community strategy.	Completed.	This remains on track and evidence - gathered as part of the monthly Quality Assurance Performance meetings.
<p>2.4 .To continue the multi - agency shared approach to minimising the risks to criminally exploited children.</p> <p>2.5 To review the effectiveness of the There will be clear governance arrangements and protocols to support effective oversight and decision making so that key services/partners (Community Safety, the Youth Offending Service and the Safeguarding and Quality Assurance/Multi Agency Child Prevention Exploitation Panel - MACE) understand where responsibility and accountability for actions sits and what the shared actions are.</p>	Completed	Multi-agency Task and Finish group – review completed – changes will be embedded as part of BAU and reviewed annually through the MASA and Exploitation Prevention Panel

Appendix 2

Impact of actions	Target Timescales	Progress
2.6 A joint quarterly report will be produced, which sets out a shared view of the local profile of children at risk of gangs, violence and criminal exploitation, which informs strategic planning and operational decisions.		Monitoring report to be shared with the HSCP June 2020 report COVID 19 delayed

3. The quality and effectiveness of case management oversight and supervision by team managers in the assessment teams		
Outcome <ul style="list-style-type: none"> • That case recording is compliant with the Practice Model of Signs of Safety and the recording policy • Management decision making is analytical, evidenced based and recorded within practice standard timelines on the child's records • Case recordings remain child centric – holding children and young people in mind and at the heart of the interventions • Improved decision making resulting in fewer children subject to multiple episodes of intervention and more sustainable and permanent outcomes 		
Impact of actions	Target / Timescales	Progress
3.1 The supervision takes place in line with the revised policy and procedure.	Supervision policy updated in April 2020 95% of cases to receive management oversight/ supervision as part of BAU.	Target achieved and monitored as part of BAU processes.
3.2 Audits show a consistently high rate of management oversight and decision making on all cases in accordance with policy and procedure.	Target to remain 95% for cases to receive management oversight/ supervision	Target achieved and monitored as part of BAU processes.
3.3 Weekly performance reports evidence the consistent recording of management oversight on children and young people records.	90% of all open cases receive regular case supervision	Target achieved and monitored as part of BAU processes.

Appendix 2

Impact of actions	Target / Timescales	Progress
3.3.1 Monthly performance reports evidences 90% of open cases receives regular supervision		
3.4 Local plan to enhance capacity in the Assessment Service to improve caseloads, allocations, and increased management oversight.	<p>March 2020</p> <ol style="list-style-type: none"> 1. Average Caseloads in the assessment team shows the number of children and families and case type per social worker, ASYE's are within local authority average. 2. Increase in permanent managers and reduction in turnover. 3. Reduced repeat referrals and/or multiple assessments as the quality of supervision promotes professional curiosity and multi-agency involvement in assessments. 4. A lower conversion of s.47 resulting in NFA 5. A higher proportion of cases going to ICPC resulting in plans 6. Data highlighting consistent application of threshold across all assessment teams. 	Target achieved- DMG to monitor as part of BAU
3.5 Strengthened the specialist capacity in line with practice improvement areas, specifically: pre-birth joint assessment working with Midwifery services, targeted intervention through Early Help MASH Hub & Early Help Panel, Adolescents at risk panel, enhanced involvement of substance misuse service in MASH and Assessment teams and neglect clinical consultation.	<ol style="list-style-type: none"> 1. 85% of Audit and practice observation by March 2020 shows consistently that children and families are getting timely help, that the child's lived experience is improving, risks are reduced and that social workers are delivering good quality direct work, support by good quality management oversight and supervision 2. 80% of audits evidence multi agency involvement in assessment outcomes 	Target in progress.

Appendix 2

Impact of actions	Target / Timescales	Progress
3.6 Revised Quality assurance framework delivers an enhanced approach that drive consistency in improving the child's lived experience, that is timely, meets their needs, and supported by good quality direct work, supervision, and management oversight.	<p>1. 80% of professional feedback evidences improvements in the quality of assessments:</p> <ul style="list-style-type: none"> a) September review and report back through the HCSP b) December review and report back through HCSP c) March 2021 review and report back through the HCSP 	Target in progress
3.7 New monthly front-line manager practice learning sets lead by Head of Service and Service Managers including practice observations, to focus on topics which include quality analysis, meaningful exploration of culture and identity, quality supervision and management oversight, understanding child's lived experience to ensure consistency of practice and effectiveness. (including compilation of exemplars of good practice).	<p>1. 85% of Audits by March 2020 evidences Children and families receive timely support underpinned by a robust assessment and plan, with a named lead professional and robust multi agency working arrangements</p> <p>2. 80% of Service user feedback by March 2020 evidence child's lived experience understood and inform interventions</p>	Target in progress

4. The impact of audit and quality assurance arrangements.

Outcome

- Outcome Based Accountability in both strategic and frontline performance reporting, creating a culture that puts the child and family at the heart of the service by understanding and answering the Signs of Safety - 'so what' challenge
- The refreshed Performance and Quality Assurance framework implemented, covering learning and improvement, Signs of safety and the Relationship Based practice model learning from complaints and dispute resolution process aims to improve the quality of the service users experience

Appendix 2

Impact of actions	Target/Timescales	Progress
4.1 Re – launch the QA framework, with greater focus on driving practice outcomes.	Re launched Quality Assurance Practice Framework and Guidance completed and by March 2020 audits and service user feedback evidences consistent 80% increase of Ofsted rateable Good audits	Re launched QA framework completed
4.2 That all audit reports are of a consistently high standard and lead practice improvement.	Ongoing. Further enhanced by specialist training to be delivered by July 2020	Recruitment of experienced auditors completed, and benchmarking exercise completed to determine Haringey's standards
4.3 Increased audit capacity and thematic audits lead to improved practice	Ongoing.	Recruitment completed and permanent officers established within the Quality assurance team
4.4 The quality of practice is improved through regular multi agency lengthy audits undertaken through the process of practice weeks.	Practice weeks completed September 2018 and February 2019. Continue in line with practice week schedules.	Annual multi agency practice weeks programme agreed for 2020/21 delayed as a result of COVID19
4.5 Further work with teams to analyse complaints, to promote a more family focused and restorative approach to complaints management as well as embedding the use of learning outcomes	1. Engagement of the Local Ombudsman to deliver specialist training to all managers – March 2020 – completed	On target finding to be capture in annual report. April 2021

Appendix 2

Impact of actions	Target/Timescales	Progress
	<ul style="list-style-type: none"> 2. Audit regimes to include complaints, response, and impact on practice 3. Proportion of learning audits completed and 4. returned on time 5. Monitoring of Dispute resolution processes 6. evidence that 85% of dispute resolved within timescales, by March 2020 	
4.6 Establishment of the Joint Agency Designated Managers Group, to enhance the multi-agency safeguarding learning and create a culture of challenge and change	January 2020	Completed – report to be submitted to DMG and DCS by the 30 th July 2020 and 30 th April 2021