

Ofsted Improvement Plan




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Author	Anne Stoker Head of Safeguarding	Classification	OFFICIAL	Date of First Issue	20.04.15
Owner	Andrew Fraser Director of Schools and Children's Services	Issue Status	Approved ESCB* 20.4.15 Awaiting Cabinet 17.06.2015	Date of Latest Re-Issue	
Version	0.1	Page	1-14	Date of next review	Reviewed every 6 weeks by the ESCB

This action plan will be overseen by the Enfield Safeguarding Children Board (ESCB), monitored and reviewed regularly by the ESCB, Director of Schools and Children's Services and Lead Cabinet Member, Assistant Director of Children's Services, Head of Safeguarding and the Children's Services Operational Management Group (OMG). The plan will also be regularly monitored by every overview and scrutiny committee.





Classification: Official




* See Appendix 1 for explanation of all acronyms contained within this report.





Recommendation	Actions	Lead for implementing the action	Timescale	Date of completion	RAG status	Outcome
<p>1. Ensure that the profile and data of children at risk of sexual and gang exploitation, and/or missing from home, care or education are cross-referenced on a regular basis, analysed by senior managers and the learning disseminated to social workers and partner agencies.</p>	<p>1. Process for monthly cross referencing of new Child Sexual Exploitation (CSE) cases in place with:</p> <ul style="list-style-type: none"> • Admissions/Education welfare Service (missing education) • Safeguarding and Quality Service (SQS) performance team (missing from home/care) • Community Safety Unit (gangs) 	<p>Anne Stoker Head of Safeguarding</p>	<p>Immediate</p>	<p>20.03.2015</p>		<p>Outcome: All data cross checked and individual safeguarding plans consider fully the associated risks resulting in better holistic view of the young person addressing all areas of concern.</p>
	<p>2. CSE profile list updated monthly and disseminated every 6 months to a range of partners (including social workers) attending safeguarding board subgroup Trafficking Sexual Exploitation and Missing (TSEM). Profile presented annually to the ESCB members.</p>	<p>Anne Stoker Head of Safeguarding</p>		<p>Process in place before end of the inspection</p>		<p>Outcome: Partnership fully aware of the scale of the CSE issue within Enfield and the links with other associated risk factors. Profile will be used to influence needs analysis and service delivery.</p>
	<p>3. Current and up to date CSE profile to be embedded in ESCB CSE rolling training programme and within the CSE module of the designated teacher training thus disseminated to operational staff on a regular basis.</p>	<p>Grant Landon ESCB Business Manager Jan Ashby-Keay SQS education lead</p>		<p>20.03.2015</p>		<p>Outcome: Ongoing ESCB CSE training and designated teacher training continue to keep CSE as a high priority ensuring this issue is seen and acted upon.</p>






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	<p>3. Appropriate IT system for the SPOE to be tested and implemented to meet MASH functionality as a minimum requirement and early intervention thereafter</p> <p>4. Continue with the plans to review the effectiveness of the early help services across the Council and partner agencies</p>	<p>Corporate IT Mike Weston</p> <p>Eve Stickler, Assistant Director Schools and Children's Services, Commissioning and Community Engagement</p>	<p>May/June 2015</p> <p>1 year</p>	<p>December 2015</p> <p>March 2016</p>	<p></p> <p></p>	<p>Update: Testing of the MASH template functionality will be taking place in June. Pending any issues there will be a plan to implement and go live with the partners Health, Education Welfare Service (EWS) and Parent Support Service (PSS) in July</p> <p>Update: On track</p>
<p>3. Improve the electronic social care record system so that it delivers accurate and timely data and performance information and combine this with auditing activity outcomes to enable senior and frontline managers to improve the quality of service.</p>	<p>1. Implement specific Liquid logic health check recommendations</p> <p>2. Implement the Councils' 2017 transformation agenda relating to data, performance and policy</p>	<p>Corporate IT Mike Weston Head of IT 2017 Tony Theodoulou, Assistant Director of Children's Service Social Care Heads of Service Marc Thompson SQS Performance Manager</p>	<p>2015/2016</p> <p>April - July 2015</p>	<p>2016</p> <p>July 2015</p>	<p></p> <p></p>	<p>Update: Recent reporting direct from Liquid Logic has shown that there is still work to be done around timely and accurate recording of data, which will impact on the ability to automate reports under 2017. However, efforts continue to improve the use of the system and Corporate targets are being introduced to reinforce this.</p>







<p>4. Ensure that the annual reports of the Local Authority Designated Officer (LADO) and the independent reviewing officer (IRO) meet the requirements of the relevant statutory guidance, provide a critical analysis of their respective services and identify specific areas for improvement.</p>	<ol style="list-style-type: none"> 1. Re-write the IRO/LADO report to include critical analysis and specific areas for improvement/development 2. Present the report to OMG and the departmental management team for sign off and to the ESCB for information 3. Publish the reports on the ESCB website 	<p>Anne Stoker Head of Safeguarding and Maria Anastasi Deputy Head of Safeguarding</p>	<p>1.04.2015 April 2015 30.04.2015</p>	<p>13. 04.2015 April 2015 01.05.2015</p>	<p>  </p>	<p>Outcome: IRO and LADO reports complete, approved and available on the ESCB website. Areas for improvement have been identified and targets set within the service and within individual performance, appraisal and reviews.</p> <p>Overall outcome: improved IRO/LADO performance and practice and compliance with statutory guidance.</p>
<p>5. Improve local placement choice so that more young people can be looked after close to their homes, unless this is not in their best interest.</p>	<ol style="list-style-type: none"> 1. In line with the 2017 transformation agenda the current contract management framework will be reviewed to enhance outcomes based commissioning to improve local placement choice. 	<p>Linda Hughes Head of LAC Sharon Scott Head of Commissioning Sue Nosowicz Manager Access to Resources Team.</p>	<p>April – June 2015</p>	<p>July 2015</p>	<p></p>	<p>Update: Work is underway on retendering the semi-independent provision. A providers day is planned in advance of the retendering to raise awareness of what will be expected from providers. The retendering will take place in March/April 2016 when the current contract comes to an end</p>






	<p>2. The market will be proactively managed with commissioning being based upon outcomes and different incentives.</p>		April – June 2015	July 2015		Update: Work is taking place to consider new foster carer recruitment strategies. The NLAFC, (North London Adoption and Fostering Consortium) chaired by Enfield, is prioritising increasing capacity in local foster placements in 2015/16. Links with both North and West London Efficiency programmes are in place which includes more residential provision.
<p>6. Ensure that return interviews for looked after children are carried out in accordance with the policy and procedures, and that findings from all return interviews are analysed and aggregated and also shared with social workers to assist with risk assessment and care planning.</p>	<p>1. Action plan already in place from 6.02.2015 and return interviews are carried out in accordance with the policy and procedures.</p> <p>2. Commissioned provider completing all debriefing interviews and sharing relevant information with social workers</p>	Anne Stoker Head of Safeguarding	<p>Process in place before end of the inspection</p> <p>Process in place before end of the inspection</p>	<p>6.02.2015</p> <p>25.02.2015</p>	<p></p> <p></p>	<p>Outcome: Ensuring compliance with protocol debriefing offered within 72 hours.</p> <p>Outcome: All LAC that go missing are offered independent debriefing. Individual issues will be considered and addressed through direct work and looked after reviews</p>




	3. OMG to carry our specific audit of children open to social care that go missing from home or care to assure all processes and policies are embedded across the workforce.		May/June 2015	30.06.2015		Update: On track cases for audit currently being identified
7. Improve management oversight of children in need cases and those at potential risk of sexual exploitation, so that they consistently receive the appropriate level of protection and support.	1. Review the child in need processes and test through audit in light of the new Pan London threshold document that has been recently issued.	Service managers from CPFST (Child Protection and Family Support Team) and JSDC (Joint Service for Disabled Children)	3months	July 2015		Update: On track
	2. CSE lead identified at team manager level across: <ul style="list-style-type: none"> • LAC • LCT • R&A • CFST • JSDC • SQS (IRO) • YFSS 	All Heads of Children's Services	Completed	Complete		Outcome: All leads attending MASE, ensure relevant information is shared and that assessments are carried out using the CSE screening tool improving risk analysis.
	3. CSE leads from across the partnerships (including School Improvement Service SIS)) attend MASE every month to improve information sharing and management oversight of cases	Head of safeguarding and Enfield CSE lead and Chair of the MASE	Process in place before end of inspection	Complete		Outcome: Attendance at MASE is strong with key leads from all agencies taking an active role. Sharing information and supporting individual action plans to reduce CSE risks.



	<p>4. Develop a local multi-agency CSE team</p>	<p>Paul Sutton Head of Youth and family Support YFSS)</p>	<p>April/May 2015</p>	<p>June/July 2015</p>		<p>Update: Recruitment underway and plans are in place for the team to be operational at the end of June.</p>
	<p>5. Develop operational protocol which includes advise about use of screening tools</p>	<p>Head of Safeguarding Board and ESCB Business Manager</p>	<p>April/May 2015</p>	<p>June 2015</p>		<p>Update: Signed off by TSEM and Children's Services operational management group (OMG). Awaiting ratification by ESCB on 1.6.15</p>
	<p>6. Team managers review all current CSE cases in supervision with individual social workers, ensuring CSE screening tool has been used where appropriate to inform decision making and levels of risk and evidence of use is visible within liquid logic case recordings</p>	<p>All Children's services team managers</p>	<p>3 months</p>	<p>30.06.2015</p>		<p>Update: Underway in LAC/LCT and other social work teams</p>
	<p>7. ESCB to carry out themed audit focussing upon CSE and associated risks.</p>	<p>Geraldine Gavin Chair of ESCB and Quality Assurance sub group</p>	<p>September 2015</p>	<p>31.10.2015</p>		<p>Update: On track date set for September 2015</p>
	<p>8. Member led task group has been set up to increase direct scrutiny of child sexual exploitation and other associated risk factors with terms of reference agreed.</p>	<p>Tony Theodoulou, Assistant Director, Children's Services</p>	<p>March – April 2015</p>	<p>June 2015</p>		<p>Outcome: First meeting set for 4.06.2015 increased overview and scrutiny regarding CSE from members.</p>

<p>8. Ensure that initial strategy discussions include relevant professionals to inform decision making during child protection investigations.</p>	<ol style="list-style-type: none"> 1. All OMG audits to monitor compliance and relevant findings disseminated to staff. 2. ESCB health partners to ensure representation at all initial strategy discussions/meetings for all children under 5 3. Compliance to point 2 above to be overseen by ESCB 	<p>Anne Stoker Head of Safeguarding</p> <p>ESCB nominated health leads</p> <p>Geraldine Gavin Chair of ESCB</p>	<p>Process in place</p> <p>April 2015</p> <p>April-May 2015</p>	<p>Completed</p> <p>1.05.2015</p> <p>June 2015</p>	<p></p> <p></p> <p></p>	<p>Outcome: Audit process in place with monthly deep dive into cases (approximately 20 per month) thus compliance will be tested.</p> <p>Outcome: Children's Social Care are proactively including health colleagues in initial strategy discussions and meetings for those children under 5.</p> <p>Update: Audit to be carried out in June 2015 by the Head of Safeguarding and findings presented to ESCB in August 2015</p>
<p>9. Improve the quality of care and pathway plans so that they are consistently of a good standard and meaningful for children, young people and their families. Improve the quality of chronologies and ensure they are used to inform assessments and decision making.</p>	<ol style="list-style-type: none"> 1. Service Manager (LAC) to develop an improvement and implementation plan for care plans, pathways plans and chronologies. External validation of quality improvement required. 	<p>Karen Alderton Service Manager Looked after Children's Service</p>	<p>May - July 2015</p>	<p>30.09.2015</p>	<p></p>	<p>Update: External training on improving Pathway Plans took place in April 15 and plans are in place to identify external auditor.</p>

<p>10. Ensure that all supervision takes place in accordance with the stated policy and that records are of a consistently good standard.</p>	<ol style="list-style-type: none"> 1. All team managers to participate in a peer audit review of supervision records 2. OMG to repeat supervision audit 3. Individual performance appraisal and reviews (PARs) for team managers to include expectations around supervision 	<p>Children's Services managers</p> <p>Head of Safeguarding</p> <p>Children's Service Managers</p>	<p>May/June 2015</p> <p>October 2015</p> <p>April/May 2015</p>	<p>30.06.2015</p> <p>30.11.2015</p> <p>June 2015</p>	<p></p> <p></p> <p></p>	<p>Update; On track</p> <p>Update: Audit to be carried out in October 2015</p> <p>Outcome: Corporate PAR objective agreed at OMG and reviewed regularly through the annual; PAR process thus evidencing compliance or individual none compliance.</p>
<p>11. Ensure that children who are privately fostered are visited in accordance with statutory timescales, and that the assessments of carers are of high quality.</p>	<ol style="list-style-type: none"> 1. Performance data re visits for privately fostered children within statutory timescales to be presented monthly within OMG performance 2. Team managers dip sample and review selection of assessments 3. An OMG themed audit of private fostering to be carried out 	<p>Julian Edwards Head of CiN Nicole Gibson Service Manager CPFST, Marc Thompson Performance Manager</p> <p>Service Manager CPFST and respective team managers</p> <p>Head of Safeguarding</p>	<p>April 2015</p> <p>June 2015</p> <p>July 2015</p>	<p>April 2015</p> <p>July 2015</p> <p>August 2015</p>	<p></p> <p></p> <p></p>	<p>Outcome: Compliance monitored by senior managers ensuring children are assessed and seen regularly.</p> <p>Update: On track</p> <p>Update: Audit planned to take place in July 2015</p>

<p>12. Ensure that the ESCB robustly monitors, evaluates and influences the effectiveness of early help services.</p>	<ol style="list-style-type: none"> 1. All ESCB members agreed to pledge and commit to embedding early help processes within their organisations 2. ESCB to coordinate agency self-evaluation audit in order to review partner agencies effectiveness of early help service 3. ESCB to complete audit of SPOE decision making to ensure robust decision making regarding early help offer as opposed to social care intervention. 4. ESCB to complete themed audit of early help referrals, Team Around Family (TAF), action plans, reviews and closure process. 	<p>Chair of Safeguarding Board Geraldine Gavin</p> <p>Geraldine Gavin ESCB Chair and ESCB Quality Assurance sub-committee</p> <p>Geraldine Gavin Chair of ESCB and Quality Assurance sub-committee</p> <p>Geraldine Gavin Chair of ESCB and ESCB quality assurance sub group</p>	<p>Completed prior to Ofsted</p> <p>May 2015</p> <p>March/April 2015</p> <p>June/July 2015</p>	<p>January 2015</p> <p>30.06.15</p> <p>31.05.2015</p> <p>31.08.2015</p>	<p></p> <p></p> <p></p> <p></p>	<p>Outcome: Families are supported and offered coordinated early help services</p> <p>Update: Process to be agreed at the Board on 1.06.2015</p> <p>Update: On track recommendations to be presented to Children's Services Senior leadership team on 28.05.15 and to QA subgroup thereafter.</p> <p>Update: On track to be carried out during July 2015</p>
<p>13. Improve the scrutiny of multi-agency audit activity to evidence effective oversight of the Board's priorities.</p>	<ol style="list-style-type: none"> 1. ESCB to develop an annual programme of themed multi-agency audits linked directly to the priorities of the business plan to include mystery shopping and service user involvement. 	<p>ESCB Business Manager Grant Landon and Quality Assurance sub-committee</p>	<p>May/June 2015</p>	<p>30.06.15</p>	<p></p>	<p>Update; Draft annual audit programme devised.</p>

<p>14. Ensure that the current data set is refined to provide analytical commentary from contributing agencies and the quality assurance sub-group, so that the Board will be better able to identify themes and trends and take necessary actions as required.</p>	<ol style="list-style-type: none"> 1. Quality Assurance subgroup membership to be reviewed to ensure relevant strategic partners contribute to the dataset analyse the information and inform the Board of trends and themes as appropriate 2. ESCB data set to include up to date commentary from all contributing agencies. 	<p>Head of Safeguarding Anne Stoker and ESCB Business Manager Grant Landon and Quality Assurance sub- committee</p> <p>Marc Thompson Performance Manager Children's Services</p>	<p>April/May 2015</p> <p>April/May 2015</p>	<p>31.05.2015</p> <p>31.05.2015</p>	<p></p> <p></p>	<p>Outcome: Membership and performance data reviewed April 2015 but further review will be required as Enfield Council performance functions are moved from services into corporate teams in line with 2017 transformation.</p> <p>Outcome: Data set has commentary and is analysed and reviewed. Relevant trends/themes will be brought to the Board to influence the business planning.</p>
<p>15. Ensure that the Board demonstrates influence with Enfield Council to use its powers under the Licensing Act 2003 so that taxi companies and taxi drivers are subject to appropriate scrutiny.</p>	<ol style="list-style-type: none"> 1. ESCB Business Manager to liaise with Transport for London (TfL) who have responsibility for licensing of all taxi and private hire companies /drivers across London to clarify roles and responsibilities in relation to the licensing of local companies. 	<p>ESCB Business Manager</p>	<p>April 2015</p>	<p>May 2015</p>	<p></p>	<p>Outcome: Outcome: TfL contacted regarding licensing of taxi firms and drivers. Confirmation received from TfL Taxi and Private Hire Division that they manage licencing of all taxi and private hire drivers in London.</p>

	<p>2. Appropriate actions identified from above to be included in the ESCB business plan (2015-2016)</p> <p>3. During Operation Makesafe (March 2015) the Met Police visited local taxi firms. Impact to be reported to the ESCB.</p>	<p>Geraldine Gavin ESCB Chair and Grant Landon ESCB Business Manager</p> <p>ECSB Business Manager and met police</p>	<p>May 2015</p> <p>20.04.2015</p>	<p>June 2015</p> <p>1.06.2015</p>	<p></p> <p></p>	<p>Enhanced Disclosure and Barring Service (DBS) is used and must be reapplied every three years. Monitoring of this arrangement added to ESCB Business Plan.</p> <p>23 venues visited, including hotels and licensed premises. The police Safer Transport Police Command continue their work with cab offices</p>
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Action complete



Action taken but as yet not complete



Action requiring urgent attention/implementation

See attached appendix 1 for an explanation of all acronyms

APPENDIX 1

Acronym	Explanation
1. CiN	Children in Need
2. CPFST	Child Protection and Family Support Team
3. CSE	Child Sexual Exploitation
4. EHM	Early Help Module
5. ESCB	Enfield Safeguarding Children Board
6. EWS	Education Welfare Service
7. IRO	Independent Reviewing officer
8. IT	Information Technology
9. JSDC	Joint Service for Disabled Children
10. LAC	Looked After Children
11. LADO	Local Authority Designated Officer
12. LCS	Liquid Logic Children's System
13. LCT	Leaving Care Team
14. MASE	Multi-Agency Sexual Exploitation
15. MASH	Multi-Agency Safeguarding Hub
16. NLAFC	North London Adoption and Fostering Consortium
17. OMG	Children's Services operational Management Group
18. PAR	Performance Appraisal and Review
19. PSS	Parent Support Service
20. R&A	Referral and Assessment
21. SIS	School Improvement Service
22. SPOE	Single Point of Entry
23. SQS	Safeguarding and Quality Service
24. TAF	Team Around Family
25. TFL	Transport for London
26. TSEM	Trafficking, Sexual Exploitation and Missing
27. YFSS	Youth and Family Support Service