

Enfield Improvement Plan - Progress since inspection

Between 4th - 15th March 2019, London Borough of Enfield Children Services were inspected by Ofsted under the Inspection of Local Authority's Children Services (ILACs) Framework. The report was published on 15th April 2019, with the following judgements:

Judgement	Grade
The impact of leaders on social work practice with children and families	Good
The experiences and progress of children who need help and protection	Good
The experiences and progress of children in care and care leavers	Good
Overall effectiveness	Good

The inspection identified four important areas where further improvement was required. This improvement plan sets out the actions and the progress since the inspection in response to those four areas.

Improvement Action	Progress	Intended outcome and impact
Area for improvement 1		
The quality of plans for children in need		
1.1	<p>Focus practice lead and coaching support on improving the quality of children in need plans.</p> <p style="text-align: center;">Completed</p> <p>Child in Need (CIN) planning groups have been set up to inform planning. Practice leads have provided targeted work with the Child Protection & Family Support Team (CPFST) and Safeguarding & Quality Assurance Service (SQAS) to improve the quality and practice of CIN plans.</p> <p>To sustain and further improve the consistency of CIN plans, it has been added as action in the Children and Family Services' Continuous Improvement Plan.</p>	<p>There is a clear and shared understanding amongst practitioners on what a good quality plan looks like. CIN plans will be focussed and relevant to achieving good outcomes. Plans will evidence that all practitioners and managers have consistently implemented practice standards in plans.</p>
1.2	<p>Establish a working group focused on ensuring social work practice standards are embedded into practice with children and families.</p> <p style="text-align: center;">Completed</p> <p>A CIN group, involving "CIN Champions" has been established and is led by a Head of Service. The group includes representatives from the Joint Service for Disabled Children and Assessment teams. A practice lead is linked to this group. The group focuses on delivering workshops to embed high practice standards across children's services. The impact and progress of this group is</p>	

Improvement Action	Progress	Intended outcome and impact
	overseen by the Practice and Performance and Continuous Improvement Boards.	This will continue to be evidenced through the annual audit programme.
1.3 Undertake an audit of the quality of CIN plans, including when the decision at Child Protection Conferences has been made that the threshold for Child protection has not been met.	<p style="text-align: center;">Completed</p> <p>Over 1000 children’s records were checked by the Practice leads, this included all the open CIN children in the CPFST Service. The primary focus was to ensure that all children had a high-quality plan.</p> <p>Between May and July 2019, CIN audits were undertaken - these also included an audit of cases that had been opened for over 12 months and cases held in the Joint Service for Disabled Children. In addition, the practice leads tracked and reviewed 36 children as an outcome of the CIN workshops held in June and July. These cases will be re-audited in November 2019 to ensure that practice has improved.</p> <p>Overall improvements have been seen in the quality of CIN plans since the start of 2019 but consistency remains an issue and will be monitored in the Children and Family Services Continuous Improvement Plan.</p>	There should be a reduction in re-referrals and repeat Child Protection Plans.
1.4 Ensure that CIN plans are in place for a minimum of 3 months when the decision has been made to step down from child protection.	<p style="text-align: center;">Completed</p> <p>Assurance provided by Service Manager of CPFST that CIN plans are in place for a minimum of 3 months, in exceptional circumstances a Head of Service or Service Manager can approve an earlier closure.</p> <p>CIN procedures updated to reflect local practice.</p>	
1.5 Increase focus on improving educational outcomes for CIN.	<p style="text-align: center;">Completed</p> <p>A review of the educational outcomes for children in need has been completed and an action plan has been put in place and included in the Continuous Improvement Plan.</p> <p>The Head of the Virtual School now has responsibility for monitoring and supporting the educational outcomes of CIN who are open to the CIN service. Actions to date include engaging with secondary heads and holding a surgery in the child protection and family support team. Also, child</p>	Improvement in key stage education measures for CIN. This is will be evidenced by Enfield’s improved ranking.

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		protection conference reports have been amended to capture more information about attendance, persistent absences, exclusions and attainment.	
Area for improvement 2			
Return home interviews for children missing from home			
2.1	Undertake a review of return home arrangements when children go missing from home and care.	<p style="text-align: center;">Completed</p> <p>The review has been completed and resulted in the setting up of a Missing Persons Debriefing Service which started in September 2019 and is based in the MASH. All missing children are offered an independent debriefing on their return and key information shared with relevant agencies.</p>	The response to children missing from home and care will be consistent whether the child is known to the local authority or not. This will be evidenced through the annual audit programme.
2.2	Seek partnership agreement for the updated multi agency missing from care and home protocol and disseminate to all agencies.	Protocol is being updated to include the new debriefing service and return home interview arrangements. This will be presented to the Executive Meeting – Enfield Safeguarding Partnership in November 2019.	
2.3	Deliver a series of workshops to ensure staff understand the processes and importance of safeguarding missing children from home and care.	Workshops are included in the children’s workforce training programme from September 2019.	
2.4	Ensure there is regular reporting to senior management meetings, the local safeguarding partnership and vulnerable young person’s group for scrutiny and monitoring.	<p style="text-align: center;">Completed</p> <p>The schedule for reporting on children missing from care and home is in place. Reporting will be:</p> <ul style="list-style-type: none"> • Quarterly to the Vulnerable Young Person Group, • Annually to the safeguarding partnership • Bi annually to the Practice and Performance Board 	Improved oversight and trend analysis.

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<p>Area for improvement 3</p> <p>Private fostering, including timely statutory checks and regular visits to ensure that children live in safe arrangements to meet their needs</p>			
3.1	<p>Transfer responsibility for private fostering arrangements from the child protection and family support team to the fostering team.</p>	<p style="text-align: center;">Completed</p> <p>The transition of casework responsibility of private fostering activity to the Fostering and SGO service is now complete and local guidance has been updated.</p> <p>A review on our local practice of seeking private fostering references has been completed and procedures have been updated.</p> <p>The impact of the new arrangements in respect to the timeliness of statutory checks and visits will be monitored and reviewed as part of the Continuous Improvement Plan. Since the inspection the number of private fostered children being supported has increased to 15 from 4.</p>	<p>Private fostering arrangements will be identified, assessed and needs met promptly within timescales.</p>
3.2	<p>Review all private fostering procedures and update to reflect changes of practice.</p>	<p style="text-align: center;">Completed</p> <p>Procedures have been updated to reflect revised practice.</p>	
<p>Area for improvement 4</p> <p>Health information for care leavers</p>			
4.1	<p>Undertake an audit of recent care leavers to identify any care leaver who did not have access to their health passport</p>	<p style="text-align: center;">Completed</p> <p>A review of care leavers has been completed and health passports provided where required.</p>	<p>All our care leavers will be aware and in receipt of their health passports. This will be evidenced through the annual audit programme.</p>
4.2	<p>Embed a streamlined process to ensure that all care leavers who have spent a year or more in care are provided with a health history passport when they reach age eighteen.</p>	<p style="text-align: center;">Completed</p> <p>A new process has been developed to ensure that all young people who have been looked after for over 12 months are provided with their health passport as they reach 18.</p>	

Improvement Action		Progress	Intended outcome and impact
4.4	An 'annual audit of compliance' to be undertaken to ensure that young people are receiving their health passports on reaching 18 and that copies are uploaded to their files in case the originals are lost.	The audit will take place in December 2019.	
Area for improvement 5 Leadership			
5.1	Seek further investment to build on improvements and maintaining caseloads at a reasonable level, increasing quality assurance processes and continuing to deliver practice lead and coaching support to staff.	Completed Cabinet approved additional investment of £375k In June 2019. Further proposals are being considered at the November 2019 Cabinet meeting and through the medium-term financial plan.	Improved consistency of practice and quality assurance to deliver positive outcomes for children and families.

Monitoring

The Continuous Improvement Board, chaired by the Director of Children and Families Service, and the Practice and Performance Board, chaired by the Executive Director - People, both oversee progress against the improvement plan and the wider practice improvement activities.

The improvement plan will be scrutinised by the Assurance Board chaired by the Chief Executive, multi-agency Safeguarding Children's Partnership and monitored by the Cabinet Member for Children's Services and Executive Director – People through regular progress reports. The service will seek further independent benchmarking opportunities, for example, through external review, peer reviews and mock inspections to benchmark performance and ensure continuous improvement.

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