

<b>Unannounced Inspection Action Plan</b>				
<b>Lead Officer: Shaun McLurg, Assistant Director/Head of Service, Children and Young People's Operational Services</b>				
<b>Links: Children and Young People's Plan, Emergency Duty Team/First Contact/Domestic Violence Team/Duty Team Business Unit Plan</b>				
<b>Success Criteria</b>		<b>How This Will Be Measured</b>		
<ul style="list-style-type: none"> <li>▪ Children in need of referral for social work intervention are appropriately identified and referred to First Contact in an appropriate and timely manner</li> <li>▪ Referrals appropriately risk assessed and responded to within required timescales, as evidenced by Case File Audit process</li> <li>▪ Children appropriately safeguarded by EDT/First Contact/ Domestic Violence Team/Duty Team</li> <li>▪ Initial and Core Assessments carried out appropriately and within required timescales</li> </ul>		<ul style="list-style-type: none"> <li>▪ Audit to be undertaken by relevant agencies and reported to Stockton Local Safeguarding Children Board</li> <li>▪ Children, Education and Social Care Case File Audit process</li> <li>▪ Children, Education and Social Care Case File Audit process</li> <li>▪ Revised targets to be developed for 2010/11 and then to be monitored by Performance Clinic</li> </ul>		
<b>Areas for priority action</b>	<b>Actions to address</b>	<b>By when</b>	<b>Who is responsible</b>	<b>Progress</b>
1. In a significant proportion of cases examined, inspectors were unable to ascertain from electronic recording that children had been seen and their needs for protection had been appropriately or promptly assessed.	Review all cases open to Duty Team as of 8 January 2010 to ensure that all children have been visited and are appropriately safeguarded.	29 January 2010	Acting Operational Safeguarding Manager	Completed Further independent review of contact, referral and assessment arrangements to be undertaken June 2010
	Provide mandatory refresher training for all qualified social workers and managers (including Corporate Director and Head of Service).  Training to cover: <ul style="list-style-type: none"> <li>▪ Recording</li> <li>▪ Consent/Data Protection Act</li> <li>▪ Risk assessment</li> <li>▪ Messages from Serious Case Reviews</li> </ul>	1 April 2010	Head of CYP Operational Services	Work underway External trainer identified and dates now arranged

Areas for priority action	Actions to address	By when	Who is responsible	Progress
<p>2. Information sharing between the probation service and the council in respect of convicted adults who pose a risk to children is poor. The information lacks important detail about the identified risks, is dealt with as an administrative matter and is not properly clarified. The opportunity to assess the potential risks to children is not taken and this work is not subject to sufficient management oversight and scrutiny.</p>	<p>Increase management oversight and scrutiny by issuing instruction to First Contact Manager to risk assess all CPP3 notifications received</p>	<p>8 January 2010</p>	<p>Interim Senior Safeguarding Manager</p>	<p>Completed</p>
	<p>Convene meeting with senior managers in Probation Service to review process of information exchange via CPP3 process (review already underway)</p>	<p>19 January 2010</p>	<p>Head of CYP Operational Services</p>	<p>Completed</p>
	<p>Probation service to issue instruction to staff completing CPP3 forms that these should include sufficient detail about nature and level of risk posed</p>	<p>29 January 2010</p>	<p>Director of Offender Management</p>	<p>Completed</p>
	<p>Devise and implement revised information sharing process between Probation Service and Council Children's Social Care Service</p>	<p>18 March 2010</p>	<p>Chair of SLSCB</p>	<p>Work underway Joint Probation/SBC training to be delivered to support launch of new process</p>
	<p>Monitor progress of new process and evaluate impact</p>	<p>15 July 2010</p>	<p>Chair of SLSCB</p>	<p>Outstanding</p>

Areas for development	Actions to address	By when	Who is responsible	Progress
1. Senior managers have taken firm action to tackle weaknesses in the current contact, referral and assessment arrangements and this is on going. This includes improvements to operational procedures and modifications to the electronic recording system. An external audit has been recently undertaken which identified a number of required improvements and an action plan is in place. However, this is not yet sufficiently robust or comprehensive and is subject to further development.	Develop action plan to be approved by Children's Trust Management Team (CTMT)	27 January 2010	Head of CYP Operational Services	Completed
	CTMT to monitor progress of action plan on monthly basis to April 2010	30 April 2010	Head of CYP Operational Services	Progress update taken to CTMT meeting on 24 February 2010
	Any outstanding actions to be incorporated into mainstream Business Unit Plans (BUPs) for 2010/11	28 May 2010	Head of CYP Operational Services	Outstanding
2. The frequency and quality of supervision are variable across the teams involved in completing assessments. Records do not sufficiently demonstrate that practice is critically analysed. There is inconsistency in the transfer of decisions reached in supervision on to electronic records.	Audit supervision records from First Contact, Domestic Violence and Duty Teams	26 February 2010	Interim Senior Safeguarding Manager	Work underway
	Establish process of quarterly auditing of supervision records from First Contact, Domestic Violence and Duty Teams	26 March 2010	Interim Senior Safeguarding Manager	Outstanding

Areas for development	Actions to address	By when	Who is responsible	Progress
3. Frontline managers only receive limited performance management information and analysis to assist them in managing workflow and the timely completion of assessments.	Increase frequency of performance information circulated to relevant managers to twice weekly (initial assessments) and fortnightly (core assessments)	12 January 2010	Head of Performance	Completed
	Issue reminder to all relevant managers on how to access this information	12 January 2010	Head of Performance	Completed
	Reaffirm circulation of Performance Clinic minutes to all relevant managers (including Corporate Director)	27 January 2010	Head of CYP Operational Services	Completed Review progress and evaluate impact of changes at meeting between CTMT and wider management group in March 2010
4. The Joint Area Review in 2008 recommended that the quality assurance of practice be improved. Action to respond to this has been slow. A systematic process involving managers at all levels has only very recently been put in place and cannot yet demonstrate impact.	Implement agreed quality assurance/file audit framework across all field social work teams	1 December 2009 (previously addressed)	Head of Performance	Completed
	Review learning from and effectiveness of framework	30 April 2010	Head of Performance	Outstanding

Areas for development	Actions to address	By when	Who is responsible	Progress
5. The Common Assessment Framework is not sufficiently embedded in practice. It is not used to identify children who require specialist social care support. This results in some referrals to social care where families have not benefited from multi-agency support at an earlier stage.	Complete programme of initial multi agency staff training	31 March 2010	Workforce Development Manager	Work underway
	Appoint CAF Coordinator (To be advertised 22/01/10; closing date 05/02/10)	31 March 2010	Head of CYP Operational Services	Work underway Post advertised and interviews scheduled for 22/02/10
	Launch revised CAF policy and procedures	30 June 2010	Head of CYP Operational Services	Outstanding Further targeted training to be delivered to support implementation
	Monitor number, source and quality of completed CAF forms on cases referred for social work intervention	30 September 2010	Head of CYP Operational Services	Outstanding
	Undertake further work to fully integrate CAF with process of referral for social work intervention	30 September 2010	Head of CYP Operational Services	Outstanding

Areas for development	Actions to address	By when	Who is responsible	Progress
<p>6. The quality of referrals from other agencies is variable. Some identify risk and needs well, while others lack detail and clarity. A proportion of referrals are not made in a timely way. Inspectors identified examples where, although efforts were made to obtain information from relevant agencies, a prompt response was not received. This limits the thoroughness with which children's needs are assessed.</p>	<p>Convene meeting with senior managers in partner agencies to review process of information exchange in order to ensure good quality referrals are made in a timely manner</p>	<p>19 January 2010</p>	<p>Head of CYP Operational Services</p>	<p>Completed</p>
	<p>Briefing to be provided to all Stockton district police staff on the need to ensure all referrals are comprehensive and made in a timely manner</p>	<p>26 February 2010</p>	<p>DCI Head of Public Protection</p>	<p>Outstanding</p>
	<p>Review to be undertaken of joint working in relation to sex offenders</p>	<p>15 July 2010</p>	<p>Chair of LSCB</p>	<p>Outstanding</p>
	<p>All public facing Cleveland police staff to undertake safeguarding children e-learning package</p>	<p>30 July 2010</p>	<p>DCI Head of Public Protection</p>	<p>Work underway</p>
	<p>All officers working directly with child sex offenders to undertake Child Exploitation Online Protection training to increase awareness of risks posed</p>	<p>31 March 2011</p>	<p>DCI Head of Public Protection</p>	<p>Outstanding</p>

Areas for development	Actions to address	By when	Who is responsible	Progress
7. Unqualified staff, whose role it is to clarify information at initial contact, do not have on-site access to a manager during periods of absence or leave. The deputising arrangements for other managers involved in the front line duty service are also insufficiently robust. This potentially leaves staff without adequate managerial oversight and support.	Review role and function of First Contact Team	30 April 2010	Head of CYP Operational Services	Work underway
	Review management arrangements within Duty Team to ensure these are sufficiently robust	26 February 2010	Interim Senior Safeguarding Manager	Work underway
8. Inspectors identified a number of examples of significant delay in the timely recording of work. However, reported timeliness of assessments is above similar areas and national averages. Senior managers acknowledge that inaccurate data have been submitted, and that current performance is below that previously reported.	Issue guidance to all relevant staff requiring them to comply with timescales for completion of initial and core assessments	30 November 2009 (previously addressed)	Head of CYP Operational Services	Completed
	Implement revised performance measurement and reporting systems	30 November 2009 (previously addressed)	Head of Performance	Completed
	Undertake audit to ensure that revised system is functioning effectively	30 April 2010	Head of Performance	Outstanding

Related issues	Actions to address	By when	Who is responsible	Progress
1. Ensure managers are appropriately qualified, skilled and experienced to provide robust and effective service to safeguard children	Review Children and Young People's Operational Management Structure	1 April 2010	Head of CYP Operational Services	Work underway Structure now approved and preferencing process completed
2. Recruitment and retention of social care staff	Implement market forces supplement to improve ability to recruit and retain staff in key social care posts	1 April 2010	Head of CYP Operational Services	Work underway Report to be submitted to Cabinet for approval on 11/03/10
3. Role and function of Domestic Violence Team	Review of role and function of Domestic Violence Team as part of Efficiency, Improvement and Transformation (EIT) Review of Domestic Violence	26 February 2010	Interim Senior Safeguarding Manager	Work underway On track to be completed on schedule
	Implement outcome of review	1 April 2010	Interim Senior Safeguarding Manager	Outstanding