

Actions	Action Summary	Measure of success / What will be different?	Plan for Implementation	By Whom & When
	ACTIONS TO BE TAKEN IMMEDIATELY			
1.	Children’s social care should review all open child in need (CIN) cases that have not yet been escalated into safeguarding processes, including those held in Teenager and Parent Support Service (TAPSS), to satisfy themselves that suitably robust plans are in place.	No children will be left in a situation of drift. Risk will be identified promptly and cases escalated in a timely manner.	<p>Managers within the Safeguarding and Care Planning Service are currently reviewing all 236 open CIN cases to ensure (a) there is a recorded plan (b) the case should not be escalated (c) each case has a chronology to inform analysis and decision making. This review will be completed by the end of September.</p> <p>In addition a detailed audit of 20% of the cases will take place on 21st and 22nd of August be undertaken led by Quality Assurance which will examine more closely the quality and impact of work on CIN cases and make recommendations to senior managers for improvement in the service. Similarly an audit of all 29 open cases within the TAPPS service will take place on 15th August.</p> <p>The children’s social care data set has been amended to include more detailed information around CIN cases which will be reviewed by the senior management team on a monthly basis.</p>	<p>Susan Phillips Underway</p> <p>Julie Daly August</p> <p>SMT Underway</p>
2.	Ensure effective consideration is given to a child or young person’s ethnicity, culture, religion, language and disability in assessments so as to inform planning.	All assessments will take account of how the child and family’s ethnicity, culture, religion, language and disability impacts on their situation and will lead to a more effective CIN or CP plan.	<p>All managers have been reminded by e-mail to ensure this is taken account of in assessments.</p> <p>A new recording format for supervision records is being devised which will ensure that managers are more focused</p>	<p>SMT – completed</p> <p>Julie Daly Underway</p>

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			<p>in their recording of the analysis that take place as part of a social worker's assessment this will include issues of diversity.</p> <p>A review of the assessment process will be undertaken. This review will seek to align the early intervention and social care assessment models and provide an integrated pathway of assessment for the child's journey through services in Bromley. The assessment model will provide an analytical tool to ensure that assessments clearly identify risk in a way that is understood by carers, that takes account of issues of diversity within the assessment and provides a framework to deliver services for the child. The first meeting for this the task group to undertake this work has been scheduled for 19th September.</p>	<p>Mark Thorn September</p>
	<p>ACTIONS TO BE TAKEN WITHIN 3 MONTHS</p>			
<p>3.</p>	<p>Ensure child in need and child protection plans are robust, comprehensive, specific, have clear timescales, allow for the evaluation of progress and are shared effectively with parents.</p>	<p>All meetings regarding children should be outcome focused and have SMART plans which are clearly understood by parents and include contingency provisions if plans are not effective in agreed timescales.</p>	<p>The 'strengthening families' model of chairing child protection conferences, which incorporates an outcome focused framework, was introduced in Bromley from 1st August.</p> <p>In addition training in the 'strengthening families' model of chairing will be introduced for all first line managers to improve the chairing of CIN meetings and ensure the focus is kept on the child.</p> <p>All managers will be accountable for ensuring plans are recorded</p>	<p>Julie Daly Underway</p> <p>Susan Phillips/ Mark Thorn/ Julie Daly Oct/November</p> <p>All Group and</p>

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			appropriately on CareFirst and have measureable outcomes and to show evidence from audits that this is being monitored.	Deputy managers
4.	Take action to ensure that risk is explicitly addressed in assessments, plans, reports, meetings and discussions with parents in child protection cases and cases where potential risks are beginning to emerge.	Parents will be clear what concerns social workers have about their care of their children. They will be clear what needs to change for the care they give their children to be considered acceptable and they will understand the consequences if the situation does not improve.	<p>This is already being partly addressed through the 'strengthening families' model as outlined under (4) above.</p> <p>This will also be addressed in supervision and recorded using the new format as outlined in (2) above.</p> <p>The structure of first line management audits will be changed to measure whether risks to the child/ren are identified; there is evidence that parents are engaged and understand the concerns and are actively addressing them and the experience of the child is understood. Outcomes from these audits will be made available to senior managers to assist in strengthening practice.</p> <p>All managers will be accountable for ensuring that their auditing activity specifically addresses this area.</p>	<p>Julie Daly October</p> <p>Heads of Service, Group and Deputy managers. October</p>

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5.	Ensure that interventions with families actively consider the experience of the child.	Social work skills for the engagement of children and their families and for the analysis of risk will be improved. Social workers will provide interventions that assist in prompting change in families rather than compliance.	<p>A programme of improving intervention skills for social workers was started in May 2012, with the training of a cohort of safeguarding social workers in the 'assessment of disorganised attachment and maltreatment' (ADAM). This training explicitly looks at enhancing social workers direct work skills with children and young people and gives a method of better assessing the risks and experience of the child's life. Three further cohorts of social workers will be trained between September and December.</p> <p>In addition it is planned to introduce the 'PAMS' model for the assessment of parents with learning disabilities to produce similar outcomes as ADAM.</p> <p>The use of specific interventions will be reviewed via supervision and will be assisted by the new supervision recording format – see (2) above.</p>	<p>Susan Phillips/ Julie Daly Underway</p> <p>Susan Phillips September</p>
7.	Ensure that work undertaken in TAPSS is driven by a plan with specific and measurable objectives.	The TAPPS service will offer interventions to young people and their families that are based on comprehensive assessment of the whole family and are driven by SMART plans with measurable goals to improve outcomes for young people.	<p>The audit of TAPPS cases in August will identify areas of practice that need development and ensure there is compliance within the service with basic social work standards – see (1) above.</p> <p>A review will be undertaken of the role and function of the TAPPS service. This will link to the development of a strategy for the provision of services to young people aged 11+ and will ensure that this service is focused and coordinated with other relevant services.</p>	<p>Julie Daly August</p> <p>Mark Thorn November</p>